**Introduction From The President**

Traditionally customer surveys have been the backbone methodology for gathering data on the level of satisfaction customers derive from their experiences with an organisation. Today customers are bombarded with experience surveys ranging from the simple *"How did we do today"* stuff through to what can be described as excruciatingly lengthy interrogations that delve not only obscure and often untrodden steps in the customer journey but also find it necessary to know detailed demographic information on financial, ethnic and sexual identification.

Has over researching reached the point where customers simply decline to respond or even avoid using some suppliers because they feel they are being over intrusive or have concerns about where their data is being shared, GDPR not withstanding? As an aside an app called *Thunderbeam Lightbeam for Chrome* gives a fascinating and perhaps alarming real-time indication of how websites share visitors, data.

Forrester research in their paper "We passed Peak Survey Effectiveness in CX Measurement – What Now? Maxie Schmidt states
We are now sending customers so many surveys that it hurts our CX performance. Sure, having no surveys impedes CX success and adding surveys enhances success, as surveys are a pragmatic way to measure how customers feel about their experiences. Surveys also convey to customers that you care (if you follow up) and bring the firm net new insights. But once a company passes a certain level of surveys, the adverse effect kicks in. Response rates go down as customers get annoyed with receiving so many surveys and feel that their feedback isn't making a difference. And internally, the mounds of data overwhelm stakeholders who at the same time feel frustrated that the data isn't actionable enough.
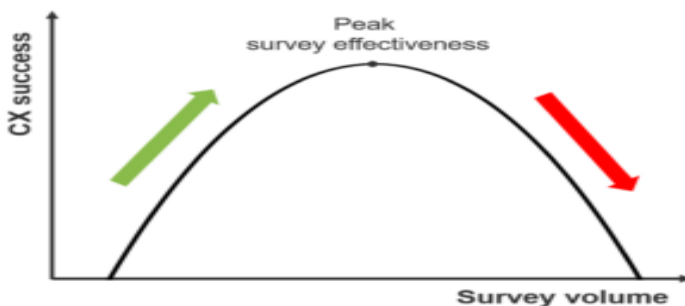
CX pros can learn a lot from the inverted U theory. It describes that more is better . . . until it isn't. This theory is also called the Yerkes-Dodson law, and Malcolm Gladwell popularized it as inverted U in his book David and Goliath.

We Passed "Peak Survey Effectiveness" In CX Measurement — What Now? (forrester.com)

So What is Suggested to Remedy The Situation?
The Forrester report proposes three general areas of activity.
We still need to understand how customers remember their experiences,as these memories drive future behavior.
*1. **Reduce transactional survey load**. Ask less for feedback, especially for small transactions. That gives you space to solicit feedback about customers' overall relationship with your firm and about the value you bring to their lives. How do you back down from transactional surveys? One way is to use behavioral data from customer interactions. Using that data, build models that flag poor or great experiences. For example, Cogito created AI-based models that predict the quality of a call using behavioral data such as pitch, tone, and conversation dynamics. Other ways include analyzing more of the feedback that customers leave you voluntarily (such as in reviews) or collecting more inputs from your employees, who are at the forefront of customer experience every day.*
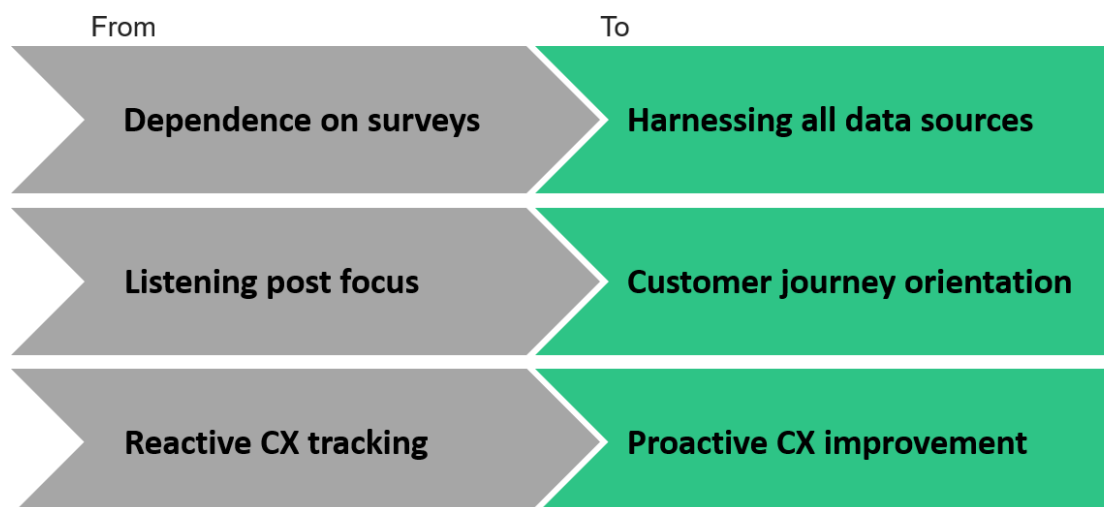*2.**Modernize feedback collection**. Most firms' feedback collection efforts are measurement-obsessed, but they should be customer experience-obsessed. That means feedback collection must put customers in control, encourage a dialogue, and collect richer data.*
*3.**Anticipate your future customer's feedback preferences**. Any company trying to future-proof their CX measurement program needs to understand how future customers want to give feedback.*

Forrester add in another reportby Maxie Schmidt *"Advanced CX Measurement Programs: Beyond Surveys; Journey-Centric; Proactive"*
The latest of our new reports on customer experience (CX) measurement programs, "Three Imperatives For Advanced CX Measurement Programs," shows what distinguishes advanced CX measurement programs from others.

From traditional to advanced CX measurement programs

From	To
Dependence on surveys	Harnessing all data sources
Listening post focus	Customer journey orientation
Reactive CX tracking	Proactive CX improvement

FORRESTER®

The report features examples and best practices to help CX leaders evolve their programs.

1. ***From survey dependence to data mining***: *Tapping into data instead of just relying on surveys helps CX pros in many ways. Here are just two of the many advantages: First, it lets firms score the CX quality of more customer interactions than is possible with surveys; second, it gives CX pros more actionable data to identify, prioritize, and remedy CX issues across data sources. For example, United Airlines worked with Clarabridge to mine call-center interactions. This helped the airline quickly pick up on the fact that customers were asking questions about masks and fees. The detailed insights in turn allowed the airline to adjust customer-directed communication quickly.*

2. ***From listening posts to customer journeys***: *Many CX pros worry most about how to drive action based on listening posts. We recommend that CX pros use journeys as organizing principles, then bring in data — from listening posts and data sources along the journey — to measure whether the journey delivers value for customers and the company. For example, a telco company used journey performance analysis and found that reducing call times led to more follow-up technician visits. This led to longer and more effortful overall journeys. And the increased number of visits by technicians ended up costing the firm between 10 and 20 times what it had saved by shortening call times.*

3. ***From reactive to proactive CX measurement***: *Instead of only collecting feedback after business decisions are made, CX pros must ensure that stakeholders use CX insights during their decision-making. You can do that by identifying when stakeholders make which decisions, then assembling insights packages to inform those decisions. In very mature organizations, CX insights feed decision-making even more immediately: For example, a utility company used Thunderhead to connect customers' journeys across the interactive voice response system, website, and call center. Using the data, it identified customers whose self-service efforts had failed and automatically fast-tracked their calls.*

[How To Achieve An Advanced CX Measurement Program (forrester.com)](forrester.com)
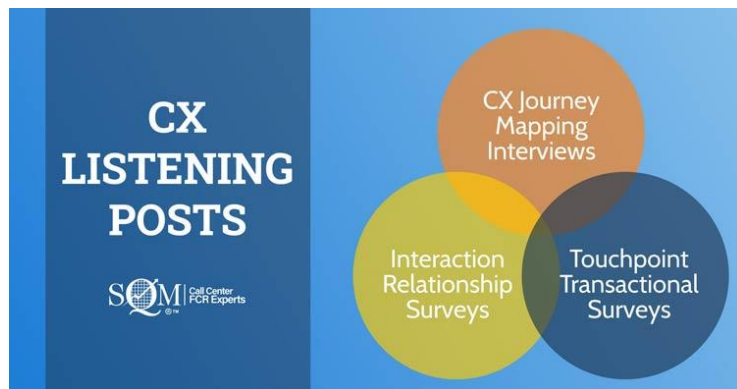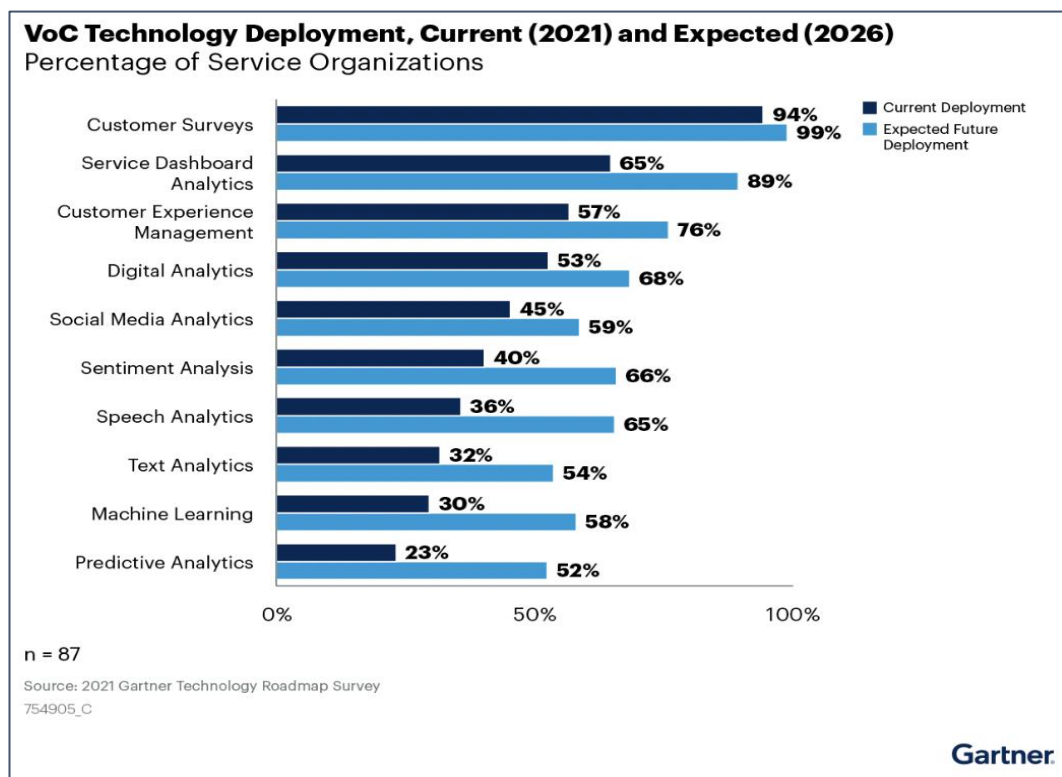
These approaches look at tuning the way things have always been done but going forward how are things expected to shift in the attempts to gain a better understanding of CX?

Gartner begin to explore the situation in their article *How to go beyond VoC surveys to truly understand your customers*
Customer surveys are deployed by 94% of organisations. However, Gartner found that customer service and support (CSS) leaders believe they bring less value than other methods of voice of the customer (VoC) collection. Many CSS leaders struggle to make actionable decisions with survey data due to low response rates (23%, on average). 38% of leaders say their response rate is even in the single digits.

Surveys remain the VoC tool of choice. Simply, they are quick and low-effort to deploy, and low-cost, with some survey tools available to use for free. Unfortunately, surveys fail to capture feedback that is shared by customers beyond the answers to the questions asked. This is creating a huge gap in knowledge about customer expectations and CX. Most current VoC feedback strategies do not include listening to unsolicited customer feedback. This untapped customer data would help to demonstrate the strategic value of customer service, and help to move the function from a cost centre to an intelligence centre. Both VoC analytics and surveys provide insight when used separately. However, when used together to complement and supplement each other, their value increases. This is because they provide a much better representation of customer feedback. There are two key steps that CSS leaders should take in order to truly understand their customers.
1. Collect indirect and inferred feedback

VoC Technology Deployment, Current (2021) and Expected (2026)
Percentage of Service Organizations

- Current Deployment
- Expected Future Deployment

	Current Deployment	Expected Future Deployment
Customer Surveys	94%	99%
Service Dashboard Analytics	65%	89%
Customer Experience Management	57%	76%
Digital Analytics	53%	68%
Social Media Analytics	45%	59%
Sentiment Analysis	40%	66%
Speech Analytics	36%	65%
Text Analytics	32%	54%
Machine Learning	30%	58%
Predictive Analytics	23%	52%

n = 87

Source: 2021 Gartner Technology Roadmap Survey
754905_C

Gartner

4

The use of indirect and inferred feedback is expected to rise in the next four years. Speech analytics are seeing the largest anticipated increase. Most VoC and analytics technologies are still being explored. Only 40% of technologies are in use by a majority of service organisations. The percentage of technologies used is expected to dramatically change in the next three to five years. This is due to the amount of leaders investing in pilots and piloting plans for VoC and analytics.

Additionally, VoC and analytics technologies are the most lucrative investments (per CSS leaders' expectations) in terms of overall value for the organisation. CSS leaders expect the largest increases in value over the next two years will come from digital analytics, machine learning, and sentiment analysis. CSS leaders should invest in these analytics to go beyond surveys so that they can stay competitive.

Indirect feedback
According to Gartner research, 60% of organisations with VoC programmes will supplement traditional surveys by analysing voice and text interactions with customers by 2025. CSS leaders can use speech analytics to data mine all recorded customer phone interactions. These are often full of customer comments and feedback. Social media analytics and text analytics capture indirect written feedback that customers would share on the company's community forum, a Facebook page, a chat interaction or in the free text comment field on a survey, for example. Where surveys only tell part of the story, use indirect feedback to listen to 100% of your interactions.

Inferred feedback
To complement capturing what customers are saying, CSS leaders should also capture what customers are doing. Analysing customer behaviours and actions provides insight known as inferred VoC feedback. Analysing the path that customers take on a site — along with the number of clicks, whether they go to Contact Us or abandon the site — provides inferred details. This is regarding pain points in channel design, customer need, effort or sentiment.

Incorporating indirect and inferred feedback to your VoC strategy will offer a wealth of insight, and a much more holistic view of your customer that a survey alone cannot capture.

Gartner Predicts by 2025, 60% of Organizations with Voice of the Customer Programs Will Supplement Traditional Surveys by Analyzing Voice and Text Interactions with Customers

2. Deploy repurposed surveys

VoC analytics will not completely replace surveys. Analytics on indirect and inferred feedback will arm CSS leaders with expanded and new customer data that will answer many critical questions. However, sometimes indirect and inferred data may be missing some insights.

Therefore, surveys should still have a distinct and useful purpose. They provide direct customer feedback that supplements indirect and inferred feedback when used in a repurposed, targeted way. Therefore, capturing direct feedback through a repurposed survey is very appropriate. When repurposing surveys, CSS leaders should:

Ask questions that prompt customers to provide specific answers

Only ask questions that indirect and inferred feedback cannot answer. For example, you may hear through speech analytics recorded phone interactions that customers are mentioning struggles with the membership activation process. Some keyword searches and QA target monitoring of those calls indicate that the issue may be either the time to activate the membership, or issues with clarity of instructions. The new survey should be repurposed only to ask questions that give you insight into what the issue is during that onboarding membership activation process.

Target survey deployment to a customer demographic or a specific part of the journey

Organisations should not send this repurposed survey to all customers. As in the example above, if you hear through indirect feedback using speech analytics that customers are mentioning struggles with their membership activation during the onboarding process, target that customer demographic.

Deploy surveys for short periods of time

Surveys sometimes seem to be set in autopilot mode, asking the same questions every year and getting performance baselines that may only provide limited valuable insights and promote survey fatigue. By keeping surveys dynamic, they can be changed at a moment's notice to get answers to critical gaps in customer data. Deploy targeted surveys until you get a statistically valid sample size. This gives you confidence with the customer feedback received on the particular question or topic where you need additional insight. Deploy only as long as you need to learn the necessary insight to fill in your knowledge gap so action can be taken.

By ensuring access to direct, indirect and inferred feedback, CSS leaders can truly understand their customers and make better-informed decisions for their organisation.

[How to go beyond VoC surveys to truly understand your customers (cxm.co.uk)](#)

Is AI going to play a part of all of this? Is feedback going to play an increasingly important role in influencing customer opinion and brand reputation? Alan Dorfman of Reputation looks at the complex issue of how *How AI is Changing the Feedback Economy*

AI has already helped businesses understand customer feedback at scale and in ways that no human could do on their own. But, with the recent launch of content generation tools like ChatGPT, AI could also upend the feedback economy and reputation management.

The rise of the feedback economy
Today, 4.76 billion people (60% of the world's population!) use social media. 70% of online shoppers read between one and six customer reviews before making a purchase. The feedback economy refers to business growth powered by customer ratings and reviews. The explosion of social media and proliferation of reviews on sites such as Amazon have made businesses realise that for better or worse, ratings and reviews can have a profound impact on a company's reputation and its well-being. Many businesses use tools such as social monitoring to keep track of customer sentiment in real time and software platforms to respond to reviews and learn from them. Feedback gives businesses a powerful way to improve every aspect of their business, from the customer experience to operations.

The Role of AI to Help
Keeping up with all the ways people provide feedback on products and services is a daunting task: TikTok did not even exist only seven years ago. Today it's a popular app for millions of people to share their opinions of the cars they drive, the make-up they use, the food they eat. You name it, they're sharing an opinion.
Facebook is the second-most popular site in the world, and Google is Number One. These sites are sources of "data in the wild," or customer feedback that is created and posted without the participation of the business – a review on a Facebook page, a star rating on a Google Business Profile, and so on.
So how does the rise of AI figure into all of this? AI has emerged as an essential tool to help businesses rapidly collect and make sense of all this sentiment. In fact, applying AI is the only way a business can really understand everything that customers are saying about it beyond a structured customer survey. Implementing AI-enriched automation tools can help businesses capture CX data quickly and more efficiently. This technology can enable companies to move faster on CX performance issues before they bubble to the surface publicly. AI also makes it possible for businesses to capture and act on a myriad strands of CX data faster than before.
For instance, a form of AI known as natural language processing scans customer reviews to rapidly find patterns in feedback. Such as the word "slow service" or "expensive" emerging as a problem for a restaurant. Businesses don't always know a problem is emerging as quickly as they should. AI helps them do that.

How AI is changing the feedback economy - CXM

The Role of AI to Disrupt

But AI may also be the proverbial straw that upends reviews as we know them today. The major sources of reviews – such as Amazon, Google, TripAdvisor, and Yelp — have been struggling for years with review spam. The proliferation of fake reviews can destroy the credibility of review sites. Unfortunately, fake reviews are likely going to explode. Tools like ChatGPT have made it incredibly easy for spammers to auto-generate legitimate sounding reviews. While AI can help with detecting AI generated content, early studies show that the tools out there now are not very successful.
Here are six ways that online reviews will change as a result:

> ***Verified customer reviews will eventually become the default for all sites that share reviews.*** *Google placing higher weight into reviews they can authenticate came from customers of a business, for instance, would make sense to ensure actual customer reviews are being displayed*
> ***Many more legitimate reviews are going to be incorrectly flagged as spam*** *moving forward. Google and others are increasing spam suppression algorithms.*
> ***Reversing a multi-year trend, review signals will be a smaller part of Google's ranking algorithms in the future.*** *This is due to lack of confidence in the data surrounding them.*
> *The use of the term "reviews" is going to be replaced with "feedback". Social media posts on TikTok and Instagram will become the primary way users choose businesses for certain verticals.*
> ***Along the same lines, Google and other review sites will be more aggressively asking users for video reviews and feedback.*** *While AI is also making progress in creating realistic videos of people that don't actually exist, content of this nature will be much easier for review sites to identify.*
> ***Helping businesses identify and manage fake reviews will become an increasingly important role for businesses.*** *Especially those that provide reputation management products and services.*

How can we move forward with the threat of AI's power?

Ironically, AI, which threatens the legitimacy of reviews, will continue to be an essential way to separate the wheat from the chaff. AI is already being used to filter reviews on sites like Google and Yelp. Without it, the spam on those sites would be overwhelming and make it impossible to find the legitimate reviews.

What isn't going to change is the human element required when responding to feedback, no matter where it comes from. For instance, AI might help draft review responses more quickly. But people are needed to ensure that what the AI creates is empathetic and follows review best practices.
Without people, there is a high likelihood that a business will respond in a way that does not meet the needs of the customer leaving the feedback. A combination of people and technology will be essential for businesses to succeed. Especially as the reputation economy evolves with the use of AI.

So If Feedback Becomes an Increasingly Important in Pre-Conditioning or Confirming Customer Expectations and Will Need Human Oversight to Maintain Context and Equanimity Can the People Factor and AI Work in Harmony in the CX world?

Nav Thethi, an AI advocate, Senior Manager Web and Digital Experience at Hitachi Vantara proposes one solution in his article
Boost your "Digital" CX by bridging the gap between AI and EQ
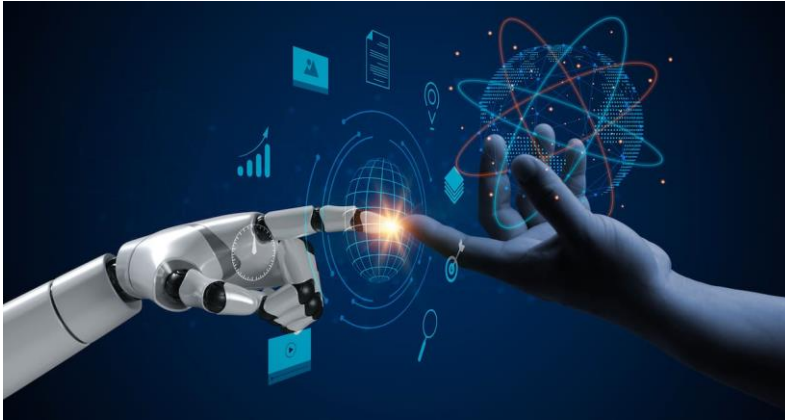
The modern era of technology and computerisation has made us neglect the human intellect and emotions. AI is evolving – and seemingly unchecked. Its supporters highlight promising advancements in customer service, data processing, and decision-making.

On the other hand, detractors are quick to point out the wide-ranging effects of job loss and the concern that eventually, machines will make human abilities unnecessary. AI has now become an unavoidable advancement. AI supporters promise advancements in customer service, data processing, and decision-making. Contrarily, critics are focusing on the bigger impacts of technological advancement, worrying about the fact that AI is going to make human abilities obsolete over the next decade.

Merging AI and EQ for experiences people want next
AI begs the question of – are robots going to take over and automate our occupations? The answers to this question and similar lies in our emotional quotient (EQ). This serves as a proxy for emotional intelligence (EI). EQ is the ability of a person to identify, comprehend, and control their own emotions and feelings, as well as those of other individuals, and to influence them. The individuals who will be capable of merging AI with EQ will have the best intelligence and success. They will be able to stay relevant in their professions if they cooperate with their colleagues and focus on their skills and capabilities to identify how artificial intelligence can replace their emotions and feelings. A smart machine can point out complicated business issues and suggest solutions to help an organisation. However, human beings are the best when it comes to tasks like motivating the teams, keeping political issues away, and selecting astute individuals to spearhead change. AI can give businesses unheard-of advantages like instant calculations and more detailed data processing than human minds. However, it fails to identify and understand emotions, which humans can do through their emotional intelligence.

Future businessmen can take great advantage of EQ by merging it with AI to enhance the customer experience and increase their profit margins. Some ways of doing so are:

1. Accepting the use of AI and appreciating it
Ignoring or avoiding the development of AI is of little use to both workers and businesses. Today, businesses can make great use of practical AI applications depending on what their company needs and find some business intelligence insights from the data they have collected using these applications. For example, at a live conference, an AI engine is constantly collecting data from all the cameras and analysing mood signals to define patterns with schedule, floor location, crowd, food etc. It can generate real-time dashboard how happy-or-upsetting the conference is across the board? Organisers can immediately act to address the situation on the floor before it's too late to convert the attendees mood index results which can also hit feedback score and future engagements.
Companies need to incorporate AI into their daily tasks to provide insight and automation to their employees for performing operations like social data mining, boosting customer relationship management, and streamlining logistics and asset tracking and management processes. In order for employees to understand how AI augments rather than replaces their functions, companies should be open about how the technology is used to fix problems in a workflow.

2. Identifying your current EQ position is important
To succeed, leaders need to connect with their teams, and EQ allows them to better understand their own emotions and those of who are around them. AI, meanwhile, can provide valuable insights into data, allowing leaders to make more informed decisions. AI can also help leaders better understand their team members and their emotions.
By combining the strengths of EQ, AI, and leadership, leaders can more effectively lead their teams and help them reach their goals. For example, a manager may utilise AI to look at employee performance data, at an individual as well as holistic levels at an organisation, to spot patterns in their actions that may be attributable to how they're feeling. It would therefore be possible for the leader to use EQ to comprehend the team members' sentiments and how those sentiments inform their actions.
Based on this information, the leader can modify their approach to better encourage and inspire the team to achieve their objectives which eventually will also help increase in sales and revenue.

3. Investing in EQ learning programs along with AI applications

Companies spend a lot of money on AI tools, but EQ learning projects also need investment, as scientific evidence has proven the association between EQ and job performance, and in the future, this bond will only become stronger. Training could significantly increase the productivity and job happiness of low-EQ individuals today and result in enhanced customer experience. It may be easy to identify a worker with low EQ. AI-driven tools like NLP, sentiment analysis, voice, text, and visual intelligence and analytics can be leveraged to study employees' words, tone, behaviour, attitude, and expressions, can help determine and predict employee actions. Artificial intelligence can analyse these discussions and compare them to a set of criteria designed to assess emotional intelligence to determine if an employee is demonstrating a lack of EQ.

4. Adding emotional intelligence (EQ) to AI tools and technologies

A few broad-minded companies are already making their attempts to inject high EQ into AI products before they are made public. For instance, Amazon and Google have employed human comedians and scriptwriters to help them develop cutting-edge chatbots.Businesses' best interests lie in proactively and wisely identifying problem areas. Simply developing AI while ignoring a focus on EQ can lead to terrible consequences. One such example of this is Microsoft, which recently released a chatbot but suspended the bot shortly after it went live because it could make offensive and racial statements. Unexpected and bad circumstances must not be accepted. Businesses that use both AI and EQ tend to be the most successful in the world. AI and EQ coexisting together are the two "superpowers" of the present and future business world. The development of AI tools has taken a lot of human time and energy. Therefore, today we must spare some time to realise how much pressure AI is putting on us to develop much greater emotional intelligence in order to not be replaced by it. We need it for the accomplishment of both our personal and professional goals.

[Boost your "Digital" CX by bridging the gap between AI and EQ - Customer Experience Magazine (cxm.co.uk)](cxm.co.uk)

Creator: Devrimb | Credit: GettyImages/iStockphotoCopyright: Devrimb
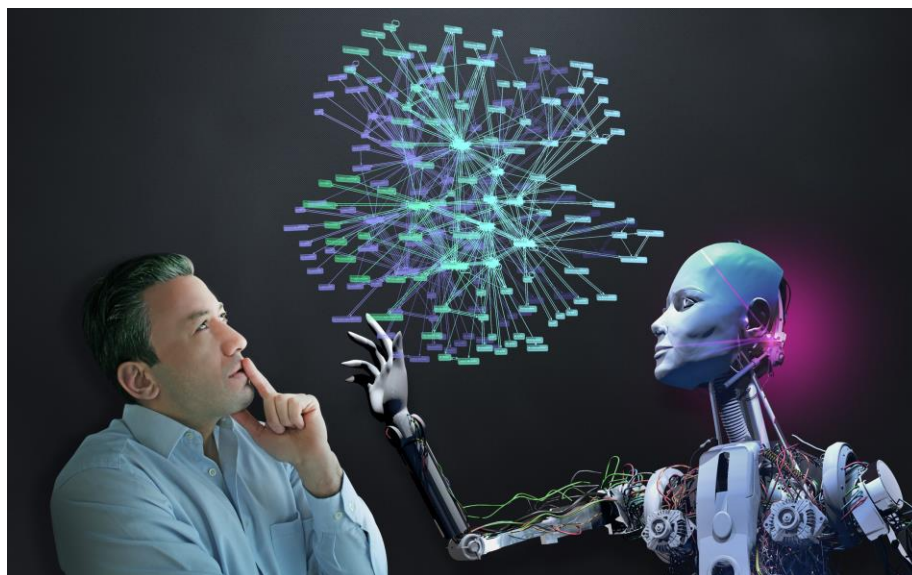
Harvard Business Review Agrees - in an article which is highly recommended reading on the subject which identifies the benefits to the wider business beyond CX
Collaborative Intelligence: Humans and AI Are Joining Forces
•Humans and machines can enhance each other's strengths.
•by H. James Wilson and Paul R. Daugherty
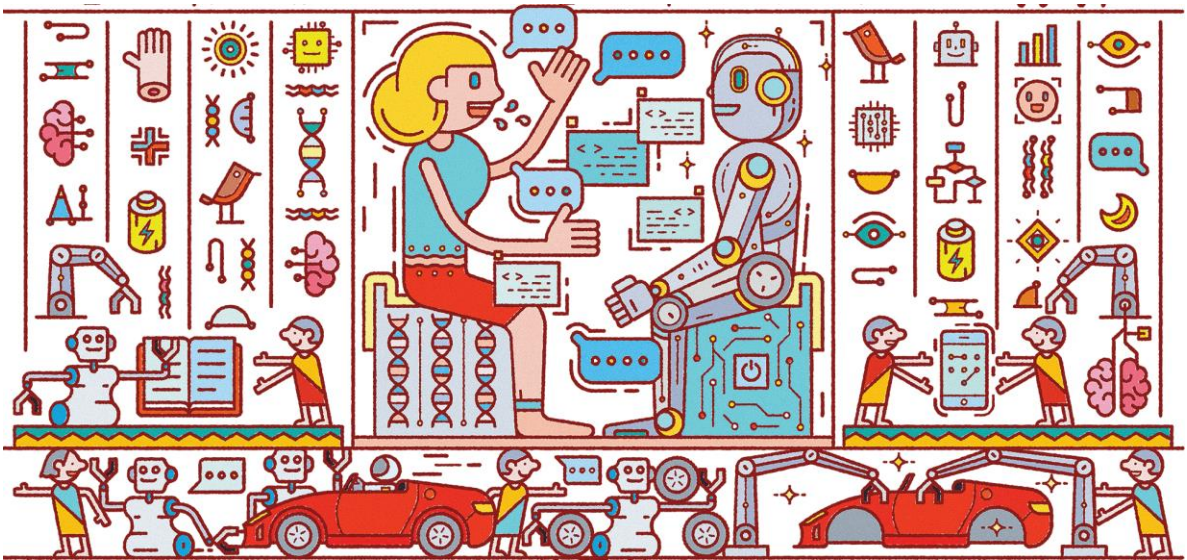
•*Summary.*
•*Artificial intelligence is transforming all sectors of the economy, but there's no reason to fear that robots will replace all human employees. In fact, companies that automate their operations mainly to cut their workforces will see only short-term productivity gains, say the authors. Their research, involving 1,500 firms in a range of industries, shows that the biggest performance improvements come when humans and smart machines work together, enhancing each other's strengths.*

•*People need to train AI agents, explain their outputs, and make sure they are used responsibly. AI agents, in turn, can assist people with information gathering, data crunching, routine customer service, and physical labor, thereby freeing them for higher-level tasks that require leadership, creative thinking, judgment, and other human skills.*

•*To get the most out of AI, companies need to redesign their business processes. After deciding what needs improvement—their operational flexibility, speed, or scalability; their decision making; or their ability to personalize products and services—they can devise appropriate solutions. That will mean not only implementing AI technology but also developing employees who can work effectively at the human-machine interface.*

The authors describe how a number of firms are already taking these steps and optimizing collaborative intelligence. But many more should follow their example.

The Value of Collaboration

Companies benefit from optimizing collaboration between humans and artificial intelligence. Five principles can help them do so:
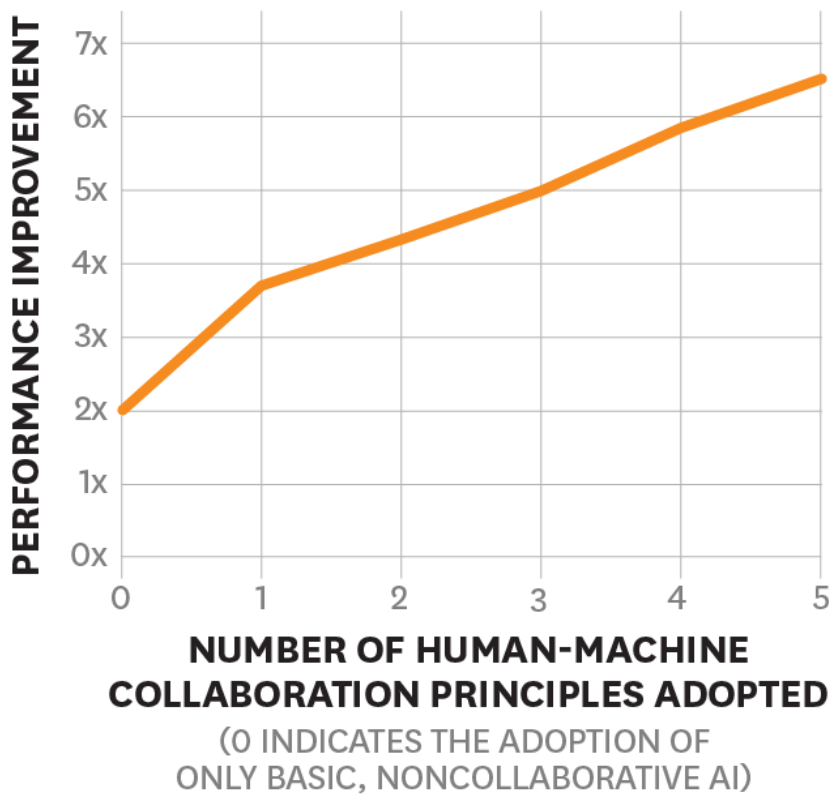
Reimagine business processes;

Embrace experimentation/employee involvement;

actively direct AI strategy;

Responsibly collect data; and

redesign work to incorporate AI and cultivate related employee skills.

A survey of 1,075 companies in 12 industries found that the more of these principles companies adopted, the better their AI initiatives performed in terms of speed, cost savings, revenues, or other operational measures.

NUMBER OF HUMAN-MACHINE
COLLABORATION PRINCIPLES ADOPTED
(0 INDICATES THE ADOPTION OF
ONLY BASIC, NONCOLLABORATIVE AI)

FROM "COLLABORATIVE INTELLIGENCE:
HUMANS AND AI ARE JOINING FORCES,"
BY H. JAMES WILSON AND PAUL R. DAUGHERTY,
JULY–AUGUST 2018   © HBR.ORG

How Humans and AI Are Working Together in 1,500 Companies (hbr.org)

Finally it would be inappropriate not to consult generative AI on the topic. It was asked "Is AI Helping or Hindering CX". The response…….

AI can have both positive and negative impacts on Customer Experience (CX), depending on how it is implemented and used. Here are some ways AI can both help and hinder CX:

AI Helping CX:

Personalization: AI enables businesses to deliver highly personalized experiences to customers, tailoring recommendations, offers, and interactions based on individual preferences and behaviors.

Efficiency and Automation: AI-powered chatbots and virtual assistants can handle routine queries and tasks, providing quicker and more consistent responses, which improves efficiency and reduces customer wait times.

24/7 Availability: AI-powered systems can operate around the clock, providing customers with support and assistance at any time, which can lead to higher customer satisfaction.

Data-Driven Insights: AI helps analyze large volumes of customer data, allowing companies to gain valuable insights into customer behavior, preferences, and pain points, which can inform better decision-making.

Predictive Analytics: AI can anticipate customer needs and behaviors, enabling companies to proactively address issues or offer relevant products/services.

Enhanced Search and Discovery: AI algorithms can improve search functionalities on websites and apps, helping customers find what they're looking for more easily.

AI Hindering CX:

Lack of Human Touch: Over-reliance on AI-driven interactions can lead to a lack of human touch and empathy, which may negatively impact customer relationships, especially in emotionally sensitive situations.

Complexity and Confusion: Overly complex AI systems can confuse customers, especially those who are less tech-savvy or unfamiliar with AI interactions.

Privacy Concerns: The use of AI to collect and analyze customer data raises concerns about privacy and data security. Customers may be wary of sharing personal information with AI systems.

Unintended Bias: AI algorithms can inherit biases present in the data they're trained on, leading to unfair or discriminatory outcomes, which can harm customer relationships and a company's reputation.

Misinterpretation of Context: AI systems may misinterpret the context of a customer's query or request, leading to incorrect or irrelevant responses.

Over-Automation: While automation is beneficial, excessive automation without human oversight can lead to frustration if customers are unable to get the help they need when faced with complex or unique issues.

Dependency Risk: Over-reliance on AI can lead to a loss of human skills and expertise, making it challenging to handle situations that fall outside the capabilities of AI systems.

In essence The impact of AI on CX depends on how organizations deploy and manage AI technologies. When used thoughtfully and ethically, AI has the potential to greatly enhance customer experiences by providing convenience, personalization, and efficiency. However, organizations must also be mindful of potential pitfalls and ensure that human-centric principles are maintained to deliver a well-rounded and positive customer experience.

The Last Word

So, it appears that even though its effectiveness through over use may be declining traditional customer research methods will continue to be a core CX measurement tool but its application will need to become increasingly sophisticated to better understand the customer experience at every step in their journey. Leaders will also need to gather data on the mood and sentiment of customers using other inputs like voice, text and video data and better analyse customer feedback as part of their CX performance measurement equation. Here AI is potentially the most valuable tool to employ in such analysis.

In this context AI is a little like a guide dog is to a blind person. The dog is only really useful if the owner knows when, why and for what they want to go to the shops. If the dog of its own volition takes them there the owner may by chance find it a useful outcome but just as likely be confused and disorientated.

Doubtless AI in both its generative and analytical formats provides organisational leaders with a very powerful tool to better understand and optimise their relationships with their customers but to avoid becoming confused and disorientated they will need to understand when, why and for what they are deploying AI in their world of customer experience management.

Recommended Reading

We Passed "Peak Survey Effectiveness" In CX Measurement — What Now? (forrester.com)

https://www.forrester.com/blogs/advanced-cx-measurement

https://www.forrester.com/blogs/ai-revolution-cx-measurement

How To Achieve An Advanced CX Measurement Program (forrester.com)

https://www.sqmgroup.com/resources/library/blog/5-powerful-advantages-cx-journey-mapping

CX without traditional surveys: how is AI changing the way we collect and analyse feedback? (cxm.co.uk)

How to go beyond VoC surveys to truly understand your customers (cxm.co.uk)

How AI is changing the feedback economy – CXM

Gartner Predicts by 2025, 60% of Organizations with Voice of the Customer Programs Will Supplement Traditional Surveys by Analyzing Voice and Text Interactions with Customers

Customer Journey Experience | CallMiner

Boost your "Digital" CX by bridging the gap between AI and EQ - Customer Experience Magazine (cxm.co.uk)

How Humans and AI Are Working Together in 1,500 Companies (hbr.org)

Artificial Intelligence, Real Benefits: Applying GenAI in CX | TELUS International

INTERNATIONAL
CUSTOMER
EXPERIENCE
INSTITUTE