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CX Insights

The CX System Imperative: Designing for Scale in the Age of AI

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AI can make a strong customer experience system stronger. It can also make a weak one louder.

As AI moves deeper into customer-facing operations, the difference between value and risk increasingly depends on the system surrounding the technology. Clear knowledge, aligned workflows, integrated data, governance and human judgment help AI support faster, more consistent and more human-centered service. Without those foundations, AI can repeat gaps across hundreds or thousands of interactions.

That is why adoption alone is no longer a meaningful measure of progress. According to *McKinsey's State of AI report*[1], nearly nine in 10 survey respondents say their organizations are regularly using AI, yet nearly two-thirds have not begun scaling AI across the enterprise. For executives, the more important question is not whether AI is being used, but whether it is producing enterprise-level value.

McKinsey also notes that respondents report cost and revenue benefits at the use-case level, yet only 39% report EBIT impact across the enterprise. Many organizations are seeing promise in isolated applications, but fewer are converting those gains into scaled, measurable performance.

The barrier is rarely access to technology. McKinsey's findings point to a harder challenge: operational readiness. AI high performers are more likely to redesign workflows and use AI to transform how the business operates, not simply improve individual tasks.

Customer experience is no longer shaped only by individual interactions or channels. It is increasingly shaped by how the operating model enables those interactions throughout the entire customer journey.

In that environment, the differentiator is not whether AI is present. It is whether the system around AI makes it reliable, governed and scalable.

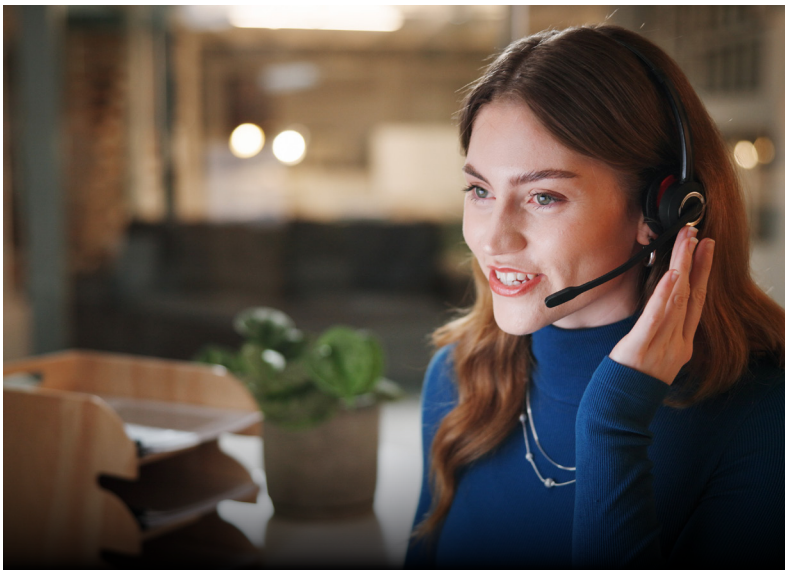
WHEN AI BECOMES THE CUSTOMER EXPERIENCE SYSTEM

When the knowledge, workflows, data and decision logic surrounding AI are well designed, customers receive faster, more consistent support and agents gain the context and capacity to focus on moments that require judgment, empathy and trust.

In a study of 5,172 customer support agents, generative *AI assistance increased issues resolved per hour by 15%*[2] and improved parts of the work experience, including more polite customer interactions and fewer requests to speak to a manager. Salesforce also reports that service representatives using AI spend *20% less time on routine cases*[3], freeing an estimated four hours per week for more complex work.

2026 Q2 – This Quarterly CX Insights white paper series reviews the people, processes and technology driving the tools and authority that enable front-line agents to exceed expectations during customer experience moments of truth.

The opportunity is not simply faster automation. It is a better human experience. Morley's *Where Heart Meets Tech* article reinforces that point: AI can provide real-time insights, next-step recommendations and interaction summaries, while human agents remain essential for complex issues that require empathy, adaptability and relationship-building.



When implementation is weak, the pattern reverses. Fragmented knowledge, incomplete data or unclear workflows can surface conflicting answers, outdated guidance or dead-end routes. Customers experience that as confusion, repetition or a lack of trust. Agents experience it as added cognitive load because they must validate, correct or work around the system while still managing the interaction.

That makes AI implementation a form of experience design. A strong system helps agents deliver clearer, more human-centered service. A weak system scales inconsistency and diverts attention from the customer.

WHERE SYSTEM GAPS SHOW UP

This shift will be observable in daily operations:

- Customers receive different answers across channels, reducing trust
- Self-service resolves common issues but fails on more complex scenarios
- Agents spend more time validating system outputs rather than acting on them
- Escalations increase when workflows are unclear or incomplete

These are not isolated process issues. They are indicators that the system itself is not aligned to support consistent execution.

Insight #1: In an AI-enabled environment, customer experience reflects the strength of the system supporting agents and the human moments they create.

Morley Experience

Morley's approach to AI enablement starts with a human-driven, AI-enabled mindset. The goal is not to replace the human connection that defines extraordinary customer experiences, but to strengthen the environment around the people delivering them.

That distinction matters as AI becomes part of the CX system. When leaders understand where AI can reduce administrative effort and where human judgment, coaching and care must remain central, technology becomes a support layer for better experiences on both sides of the interaction. It helps agents spend more time being present with the people they serve, which is where customer trust, associate confidence and consistent experience come together.

MISALIGNMENT NO LONGER CREATES FRICTION. IT CREATES SCALED RISK.

When these symptoms appear, they often reveal a deeper issue: operational inconsistency. Most contact centers have some degree of it. The risk is that experienced teams can often mask it through judgment, coaching or manual intervention.

AI reduces the room for that kind of informal correction. Once rules, content and workflows are embedded into automated processes, they can be applied repeatedly, whether they are fully aligned or not.

That is where misalignment becomes executive risk.

A flawed escalation rule, outdated knowledge article or incomplete process assumption can be carried into hundreds or thousands of interactions. The experience may appear consistent, but consistency without accuracy creates a different kind of failure.

50%

OF GENERATIVE AI INITIATIVES FAIL TO MOVE BEYOND THE PROOF-OF-CONCEPT STAGE

This is one of the defining risks of AI adoption. As *Gartner analysis highlights*[4], at least 50% of generative AI initiatives fail to move beyond the proof-of concept stage due to issues such as poor data quality, weak governance and unclear value. In other words, stalled progress often reflects the conditions around the technology as much as the technology itself.

The contact center environment shows the same challenge in operational terms. Data from *CMSWire's contact center analysis*[5] shows that while AI adoption is high, only about a quarter of contact centers have successfully integrated it into operational processes. The gap is not just deployment. It is the ability to embed AI into the workflows, controls and daily decisions that shape customer experience.

The result is a practical gap between deployed capability and operational control.

At a system level, the shift is clear:

› **Before AI:** Inconsistency often depended on individual interpretation

› **With AI:** Inconsistency can be embedded into repeatable system execution

The issue, then, is not only whether individual interactions vary. It is whether the organization has enough control over the system to keep flawed outcomes from repeating at scale.

Insight #2: When AI is embedded into operations, unmanaged misalignment can turn isolated process gaps into repeatable customer experience risk.

Morley Experience

In early AQM adoption, Morley saw how quickly small gaps in context could affect accuracy. The system occasionally flagged negative sentiment based on isolated words, even when the overall interaction was neutral or positive, illustrating how misalignment in AI logic can repeat across high volumes of interactions. To mitigate this risk, quality analysts continuously trained and refined the AQM model, improving how it interprets language, intent and interaction flow.

That discipline helped prevent isolated misclassifications from becoming systemic issues. By strengthening contextual understanding, Morley increased trust in AQM outputs and ensured that what scaled across the operation was not just consistency, but a more accurate and reliable representation of the customer experience.

SCALING AI REQUIRES OPERATING MODEL DESIGN

CX organizations that want to scale AI successfully should not treat it as another feature layered onto existing processes. They should use it as a trigger to examine how the operating model works from end to end.

Across high-performing organizations, several priorities consistently stand out.

Knowledge as Infrastructure

Organizations that scale AI effectively treat knowledge as a core operational asset. They establish ownership, maintain structured content and apply knowledge consistently across channels. This gives both agents and AI a reliable source of truth.

Governance as an Operating Discipline

Weak governance is one of the leading causes of AI failure. As highlighted in *Gartner research*[6], unclear oversight and poor data quality are key factors behind stalled initiatives. Effective governance defines decision rights, escalation paths, human intervention points and performance monitoring.

Workflow Alignment Across the System

Customer experience must be designed end to end. Improvements at individual touchpoints do not translate into better outcomes unless workflows connect across teams, channels and systems. Despite significant investment in digital transformation, *seamless cross-channel orchestration remains rare across the industry*[7].

Integrated Data and Context

AI is only as effective as the data and context it can access. Research from *Salesforce's 2024 Connectivity Report*[8] shows why this remains such a persistent barrier. According to the report, 81% of IT professionals say data silos are hindering digital transformation, and 62% report that their data systems are not configured to fully leverage AI.

The report also found that only an estimated 28% of enterprise applications are connected. For CX organizations, that means AI may be asked to personalize, recommend or resolve without a complete view of the customer, the interaction history or the operational context around the request.

Workforce Design for a Hybrid Model

AI is reshaping the role of human agents. According to *Salesforce's State of Service insights*[9], AI is expected to handle an increasing share of routine cases, allowing agents to focus on more complex and higher-value interactions. This shift requires intentional workforce design, training, coaching and performance management.

Together, these priorities point to a broader transition. Customer experience is no longer improved interaction by interaction. It is engineered through the operating model.

Insight #3: AI scales successfully when knowledge, governance, workflows, data and workforce design are built to support consistent customer outcomes.

Morley Experience

As AI adoption expanded, Morley recognized that inconsistent understanding of how to use AI could quickly create risk across leadership decisions and team behaviors. Without clear guidance, leaders could apply AI in ways that varied in quality, judgment and reliability, reinforcing the risk of embedding inconsistency into repeatable workflows. To address this, Morley developed a structured training approach focused on foundational AI understanding, prompt design, output evaluation and the role of human judgment, governance and risk awareness in every use case.

This approach helped create a more consistent leadership model for AI use. By aligning how leaders think about, apply and validate AI outputs, we reduce the likelihood that knowledge gaps or misuse would scale across the organization. The result is a more controlled, human-driven, AI-enabled system where AI supports decision-making and strong leadership practices help ensure it is applied safely, effectively and consistently at scale.

CONCLUSION

AI readiness is no longer defined by capability alone. It is defined by whether the organization can turn that capability into consistent, governed performance at scale.

For CX leaders, the mandate is clear: design the system before scaling the technology. Organizations that strengthen knowledge, governance, workflows, data and workforce design will be better positioned to unlock AI's value while protecting the human experience at the center of customer service.

Because in an AI-enabled contact center, the experience is not defined by the tool alone.

It is defined by the system behind it.

Sources

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4. Gartner: *Why 50% of GenAI Projects Fail — And How to Beat the Odds*
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6. See footnote 4.
7. Forrester: *The Forrester Wave*™: *Customer Journey Orchestration Platforms, Q2 2024, Is LIVE!*
8. Salesforce: *85% of IT Leaders See AI Boosting Productivity, but Data Integration and Overwhelmed Teams Hinder Success*
9. See footnote 3.

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