

Customer Experience on Their Terms

The new rules for AI, human expertise, and customer control

Part of the Avaya Connected Consumer Research Series

Consumers are defining a new operating model for customer experience.

Introduction

Beyond the Interaction: What Consumers Expect in the Age of Intelligent CX

Customer service is entering a new era. AI can now do far more than answer a question. It can remember previous interactions, anticipate needs, prepare actions, complete tasks, and increasingly act on a customer's behalf.

So, the question for enterprises is changing. It is no longer simply, "How much AI should we use?" It is: "How should AI, human expertise, customer context, and enterprise systems work together to deliver the outcome the customer actually wants?"

In this latest Avaya Connected Consumer Research report, U.S. consumers provide a remarkably clear answer. They want less effort. They want faster resolution. They want companies to remember what has already happened. They want conversations to continue as they move between channels. They welcome proactive help when it is genuinely useful. And they are increasingly willing to let AI do more on their behalf, as long as they understand and control the boundaries.

The signals are striking:

- Fewer than half say their most recent customer-service issue was fully resolved in a single interaction.
- 91% want previous conversation context carried forward in some form when they change channels.
- 91% are willing to let AI play some role in resolving a duplicate charge, but most want control over how far AI can go.
- After repeated AI failures, 82% want a human option, with most preferring the conversation and context to move with them.

Taken together, these findings reveal something bigger than changing attitudes toward AI.

One in which AI resolves what it can. Human expertise appears when it matters. Context travels with the customer. Proactive engagement happens for the customer's benefit. Memory is purposeful. Authority is permissioned. Higher-risk actions receive greater oversight. And the enterprise, not the customer, manages the complexity behind the experience. This is not a story about replacing people with technology. It is a story about orchestration.

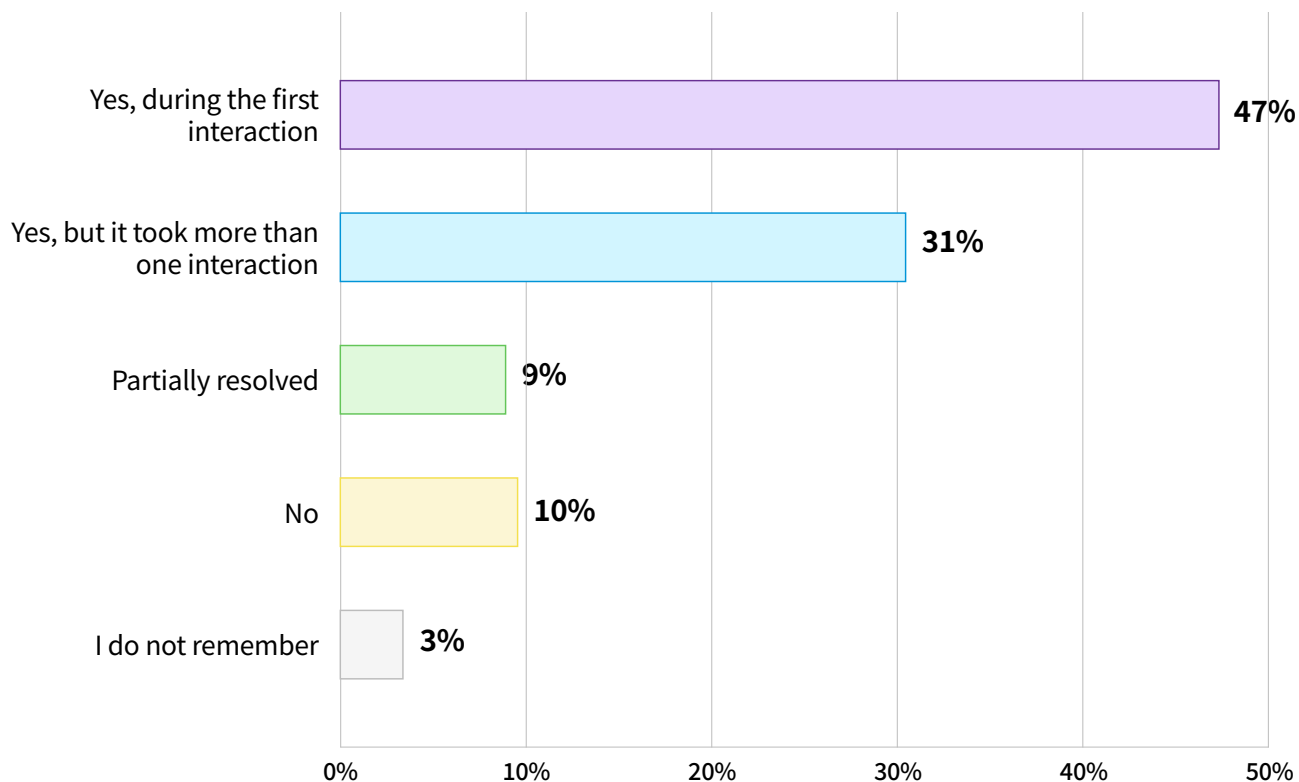
Throughout this report, each question represents another piece of that emerging model, moving from fragmented interactions to connected resolution journeys, from reactive service to proactive intelligence, and from unrestricted automation to trusted, customer-governed AI.

The result is a vision of customer experience that is neither AI-first nor human-first. It is customer-first. And the next era of customer experience starts with making everything behind the interaction work together.

1: The Resolution Gap

Question:

Think about the most recent time you contacted a company for customer service. Was your issue ultimately resolved?



Key Insight

Fewer than half of consumers say their most recent customer-service issue was fully resolved in a single interaction. The gap is not simply between resolution and failure. It is between resolution and effortless resolution.

What It Means for Businesses

Customers experience service as a journey toward an outcome, not a series of individual contacts. Every additional interaction creates another opportunity for waiting, repetition, transfers, and lost context.

Closing the case is not enough if the customer had to keep working to get there. The stronger measure of CX performance is how efficiently the enterprise brings together the right knowledge, systems, AI, and people to achieve the customer's desired outcome.

Implications for the Enterprise

Opportunity:

- Improve first-interaction resolution and reduce the effort required to get help.

Risk:

- Measures such as cases closed or contacts handled can make an experience look successful even when customers had to call back, repeat information, or navigate multiple resources.

Action:

- Design around the complete resolution journey, connecting context, knowledge, AI, routing, workflows, and human expertise around the outcome the customer is trying to achieve.

Why You Need Avaya Infinity

Avaya Infinity helps enterprises move from managing individual interactions to orchestrating complete resolution journeys.

- Persistent Context: Customer history, intent, previous interactions, and relevant information can remain available throughout the journey.
- Intelligent Orchestration: Connect customers with the resource best equipped to advance resolution, not just the next available endpoint.
- Human + AI Resolution: AI can resolve appropriate needs, equip employees with relevant knowledge and context, and transition seamlessly to human expertise when required.

Experience Shift at a Glance

From		To
Managing individual contacts		Orchestrating resolution journeys
Multiple disconnected interactions		One continuous experience
Agents reconstructing the issue		Agents arriving with context
Measuring closed cases		Measuring customer effort and resolution

Takeaway for the C-Suite

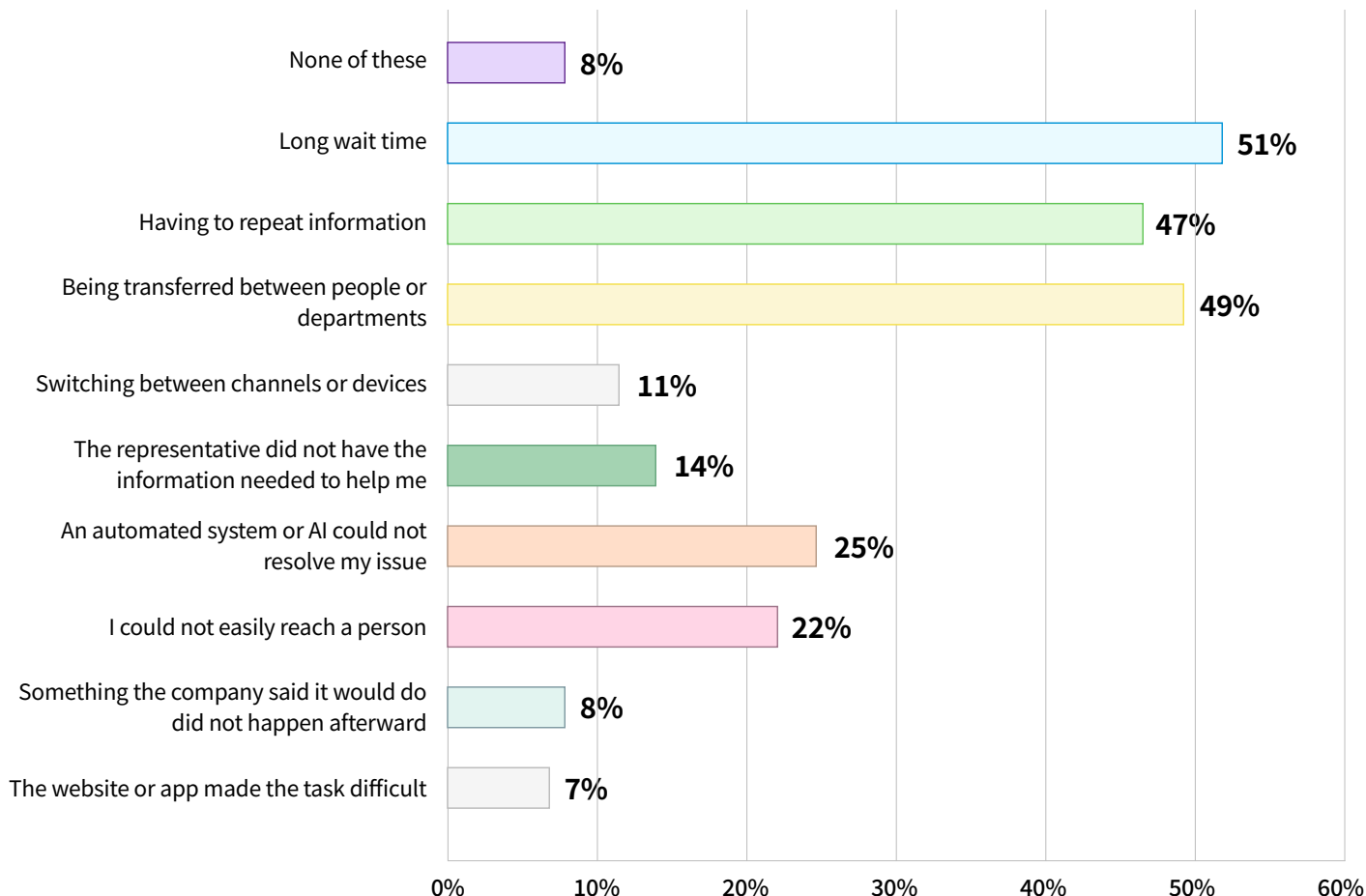
The goal is not simply to handle more interactions faster. It is to **reduce the number of interactions the customer needs in the first place.** Avaya Infinity helps turn fragmented contacts into connected resolution journeys, bringing context, AI, human expertise, and orchestration together around the customer’s outcome.

2: The Friction Stack

Why Customer Effort Multiplies

Question:

Which of the following, if any, made that experience more difficult? Select up to three.



Key Insight

Customer-service friction centers on **delay and discontinuity**. The biggest frustrations emerge when customers wait, are passed between resources, or have to repeat information they have already provided.

What It Means for Businesses

These problems rarely occur in isolation. A customer may wait, explain the issue, be transferred, repeat the story, and still reach a resource that cannot resolve the problem.

The underlying issue is not simply wait time, transfers, or automation. It is fragmentation. When systems, teams, channels, AI, and employees do not operate as one connected experience, the customer becomes responsible for navigating the enterprise.

Implications for the Enterprise

Opportunity:

- Treat waiting, transfers, repetition, and failed automation as connected symptoms of journey fragmentation, not separate operational problems.

Risk:

- Organizations can optimize individual channels or technologies while the overall customer journey remains fragmented.

Action:

- Design around continuity of intent, information, and resolution so context travels with the customer across channels, departments, AI, and human employees.

Why You Need Avaya Infinity

Framing the Experience:

Avaya Infinity helps reduce customer effort by orchestrating the resources behind the experience rather than requiring customers to navigate them.

- **Intelligent Orchestration**
Connect customers with the resource best equipped to move the journey toward resolution based on intent, context, urgency, and expertise.
- **Context That Travels**
Carry relevant information, interaction history, and previous resolution attempts across transfers, channels, AI, and human agents so customers don't have to start over.
- **AI + Human Resolution**
Use AI where it can resolve effectively, and transition seamlessly to knowledgeable human expertise when it cannot, without losing the context already established.

Experience Shift at a Glance

From		To
Waiting for availability		Intelligent prioritization
Transfers between disconnected resources		Orchestration across resources
Repeating the story		Persistent shared context
AI as an isolated endpoint		AI + human resolution journey

Takeaway for the C-Suite

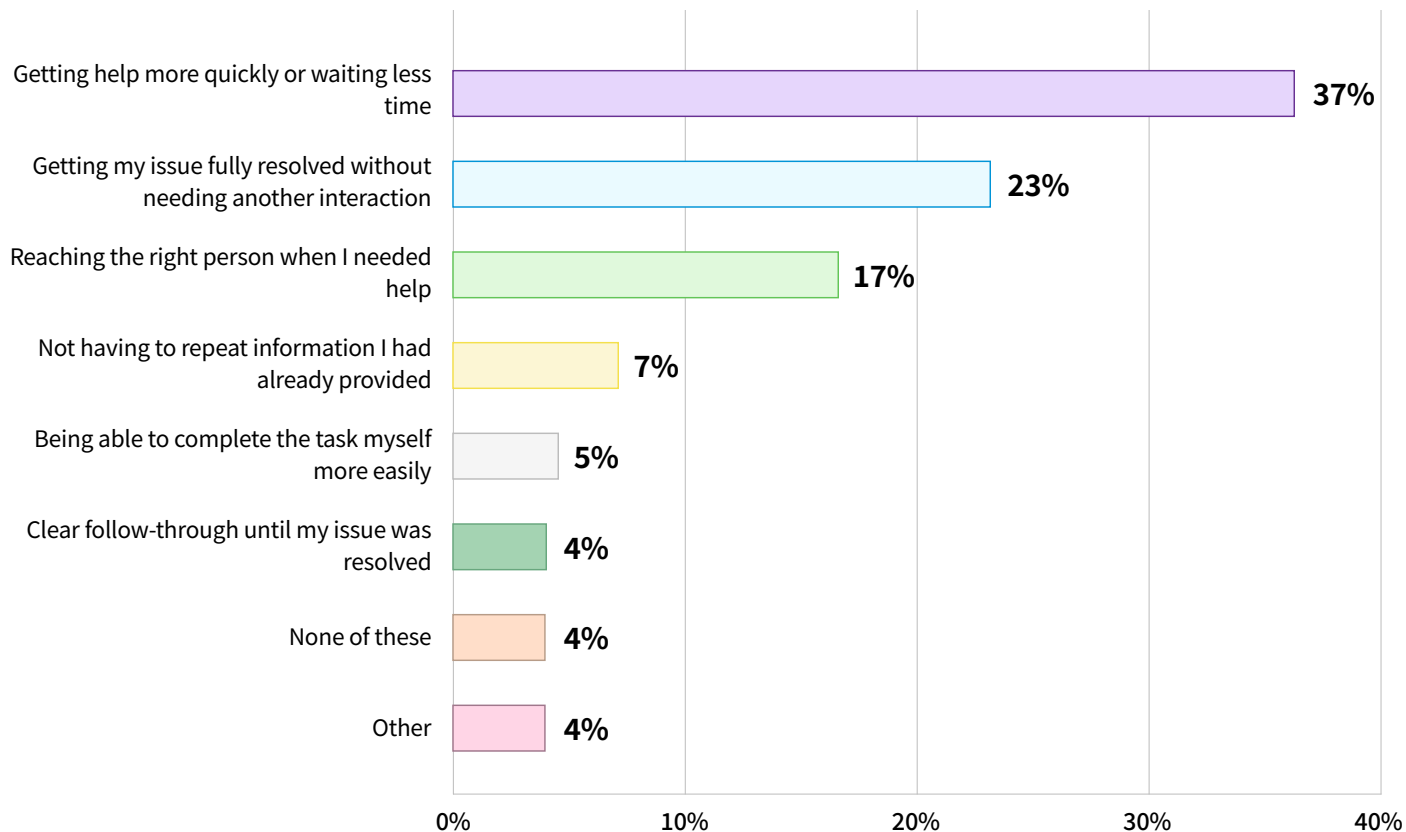
Customers should not have to understand how the enterprise is organized to get help. Every queue, transfer, repeated explanation, and failed handoff adds effort. Avaya Infinity helps connect the intelligence, context, systems, AI, and people behind the experience so the **enterprise manages the complexity, not the customer.**

3: The Resolution Priority

Customers Want Less Effort, Not More Service

Question:

What would have made the biggest improvement to that experience? Select one.



Key Insight

More than three-quarters of consumers say the biggest improvement would have been **faster help, complete resolution, or reaching the right person.**

Together, those priorities point to one clear expectation: customers want the **fastest effective path to resolution**, not simply more channels, more interactions, or more service activity.

What It Means for Businesses

Speed alone is not enough. A quick response that sends the customer to the wrong resource, requires another interaction, or fails to resolve the issue still creates effort.

The stronger measure of customer-service performance is whether the enterprise can quickly connect the customer with the **knowledge, automation, workflow, or human expertise needed to achieve the right outcome.**

Implications for the Enterprise

Opportunity:

- Compete on speed to resolution, not simply speed to response.

Risk:

- Operational metrics can look efficient while the customer journey remains difficult. Faster response, lower handle time, or greater automation do not necessarily mean better resolution

Action:

- Connect customer context, AI, routing, enterprise knowledge, workflows, and human expertise around the outcome the customer is trying to achieve.

Why You Need Avaya Infinity

Avaya Infinity helps enterprises orchestrate customer journeys around intent and outcome, rather than treating routing, automation, agents, and channels as separate systems.

- **Faster Path to Help**
Use customer intent, context, urgency, and available resources to determine the most effective path toward resolution.
- **Right Resource for the Need**
Move beyond simply routing to the next available resource. Connect the customer with the AI, employee, specialist, workflow, or knowledge source best equipped to solve the problem.
- **Connected Resolution**
Maintain context as the journey moves across resources so customers do not have to repeat information or restart the process when resolution requires more than one step.

Experience Shift at a Glance

From	To
Fast response	Fast resolution
Next available resource	Best-fit resource
Multiple disconnected interactions	Connected resolution journey
Contact handling	Intent fulfillment

Takeaway for the C-Suite

The goal is not to answer the customer faster. It is to solve the customer’s needs faster.

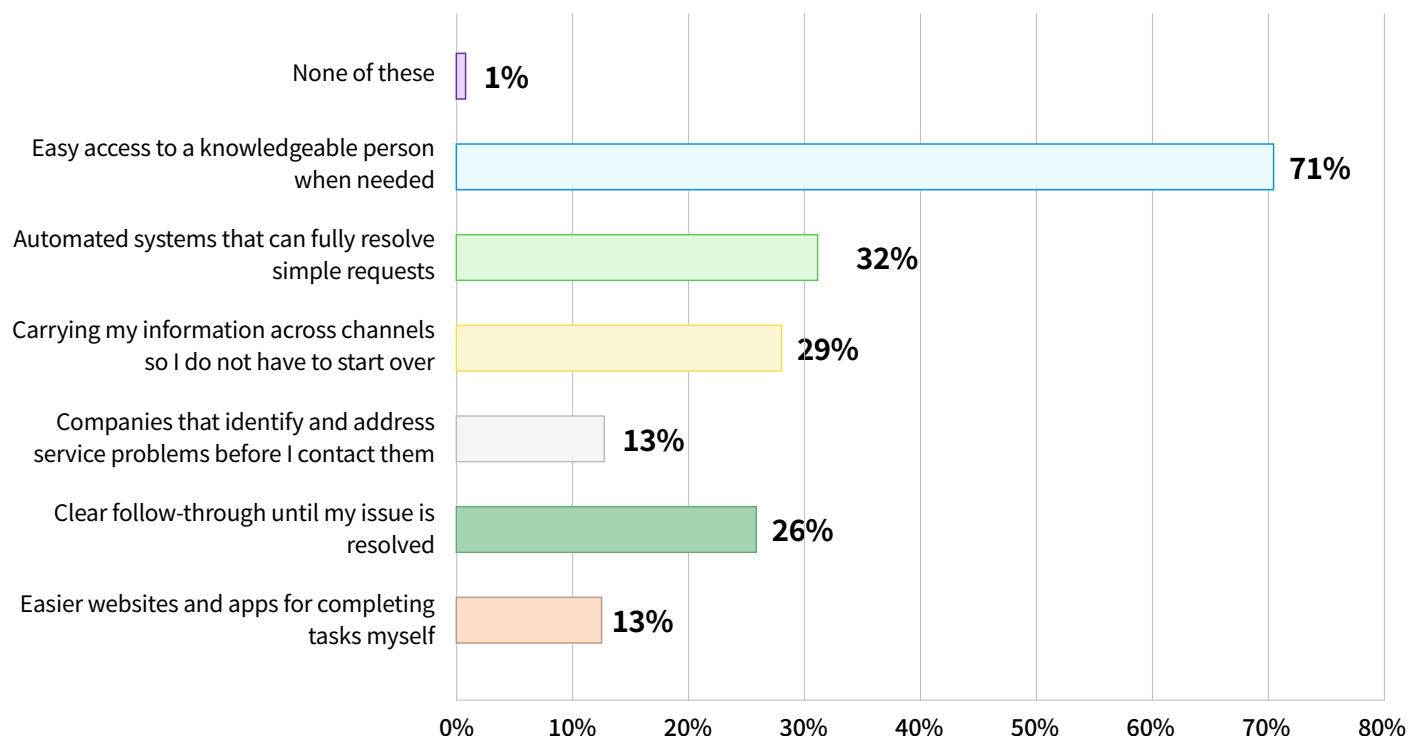
Avaya Infinity helps bring together the right intelligence, people, systems, and automation around the customer’s intent, creating a more direct path from **need to resolution**.

4: The Knowledgeable Human Advantage

Automate the Routine, Elevate the Human

Question:

Thinking about customer service more generally, which of the following would most improve your experiences with companies today? Select up to two.



Key Insight

Nearly three-quarters of consumers say easy access to a knowledgeable person when needed would most improve their customer-service experience.

The emphasis matters: customers don't just want access to a human. They want access to expertise. At the same time, the results show clear demand for automation, continuity, and follow-through when those capabilities make the experience easier.

What It Means for Businesses

The future of customer service is not human-first or AI-first. It is **resolution-first**.

Automation should resolve routine needs quickly. When customers need human expertise, they should be able to reach someone who already has the context, knowledge, and tools to help.

Technology creates the greatest value when it **removes routine effort and makes human expertise more effective**, rather than simply putting another layer between the customer and resolution.

Implications for the Enterprise

Opportunity:

- Use AI to expand access to expertise. Automate routine work while helping employees resolve more complex needs with greater context and intelligence.

Risk:

- Automation designed primarily around containment or cost reduction can make knowledgeable human assistance harder to reach.

Action:

- Design journeys around the best resource for the need. Let automation resolve where appropriate, transition seamlessly to human expertise when necessary, and preserve context throughout.

Why You Need Avaya Infinity

Avaya Infinity orchestrates AI, human expertise, customer context, and enterprise knowledge as part of one connected resolution journey.

- **Knowledgeable Human Expertise**
Connect customers with employees who are prepared to help, supported by relevant context, enterprise knowledge, AI assistance, and intelligent routing.
- **Automation That Resolves**
Use AI and automation for appropriate routine needs where they can remove effort and deliver the desired outcome, rather than simply contain the interaction.
- **Connected Context**
Carry customer information, interaction history, and progress across channels and between AI and human resources so the next step continues the journey instead of restarting it.

Experience Shift at a Glance

From		To
Access to an agent		Access to the right expertise
Automation for containment		Automation for resolution
AI versus human		AI + human collaboration
Context lost at transition		Continuous customer context

Takeaway for the C-Suite

Customers are not asking enterprises to choose between people and technology. They are asking enterprises to make them work better together.

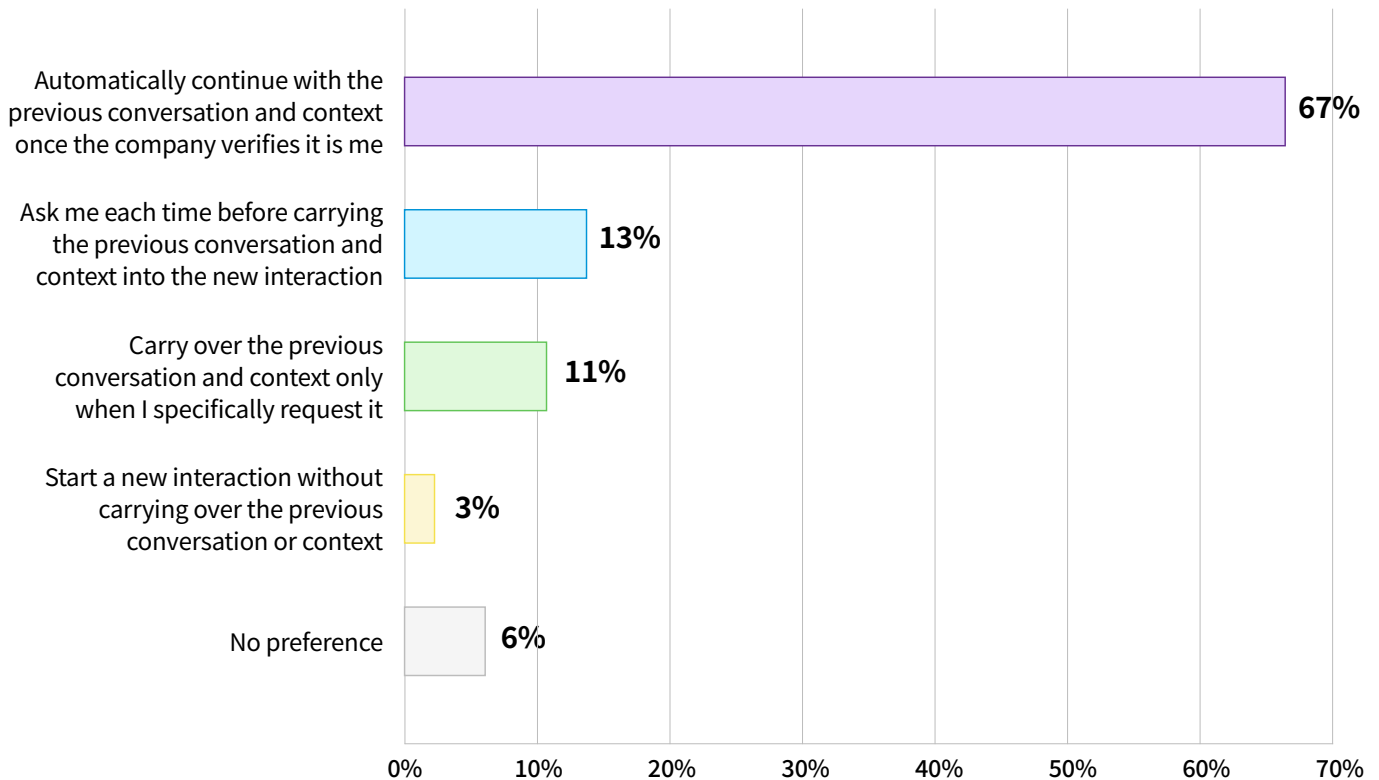
The winning model uses AI to remove routine effort and elevates knowledgeable human expertise when it matters most. Avaya Infinity enables that model by orchestrating people, AI, knowledge, and context around the customer’s needs.

5: The Continuity Expectation

Change the Channel, Keep the Conversation

Question:

If you moved a customer-service conversation from one channel or device to another, for example from chat on a laptop to a phone call, which would you prefer?



Key Insight

An overwhelming **91% of consumers want previous conversation context carried forward** when they change channels. Most prefer that continuity to happen automatically once their identity is verified.

The expectation is simple: a new channel should not mean a new conversation.

What It Means for Businesses

Customers experience one relationship with a company, even when the technology behind the interaction changes.

When moving from chat to voice, mobile to web, or AI to a human agent means repeating information or reconstructing the issue, customers are forced to bridge gaps between enterprise systems.

The opportunity is to make those transitions feel like a continuation rather than a restart, while respecting identity, preference, and customer control.

Implications for the Enterprise

Opportunity:

- Turn channel transitions into moments that demonstrate understanding. When the company already knows where the conversation left off, continuity itself becomes part of the experience.

Risk:

- Adding more channels without connecting them can increase friction, creating more opportunities for lost context, repetition, and restarts.

Action:

- Design customer journeys around persistent context rather than isolated channel sessions, with appropriate identity verification and customer control.

Why You Need Avaya Infinity

Avaya Infinity helps enterprises maintain one connected customer journey as interactions move across channels, devices, AI, and human agents.

- **Persistent Customer Context**
Carry relevant interaction history, customer inputs, intent, and progress forward so each new touchpoint understands what has already happened.
- **Cross-Channel Orchestration**
Treat a move from chat to voice, web to mobile, or AI to human assistance as the continuation of an existing journey rather than a new interaction.
- **Trusted Continuity**
Pair persistent context with appropriate identity verification and customer preferences so continuity remains useful, controlled, and trusted.

How the Data Maps to Experience Shifts

From		To
New channel, new interaction		New channel, same conversation
Customer repeating information		Context carried forward
Channel-specific histories		Persistent journey context
Customer managing transitions		Enterprise orchestrating transitions

Takeaway for the C-Suite

Customers do not think in channels. They think in conversations.

The enterprise should preserve the understanding already established as the customer moves between touchpoints.

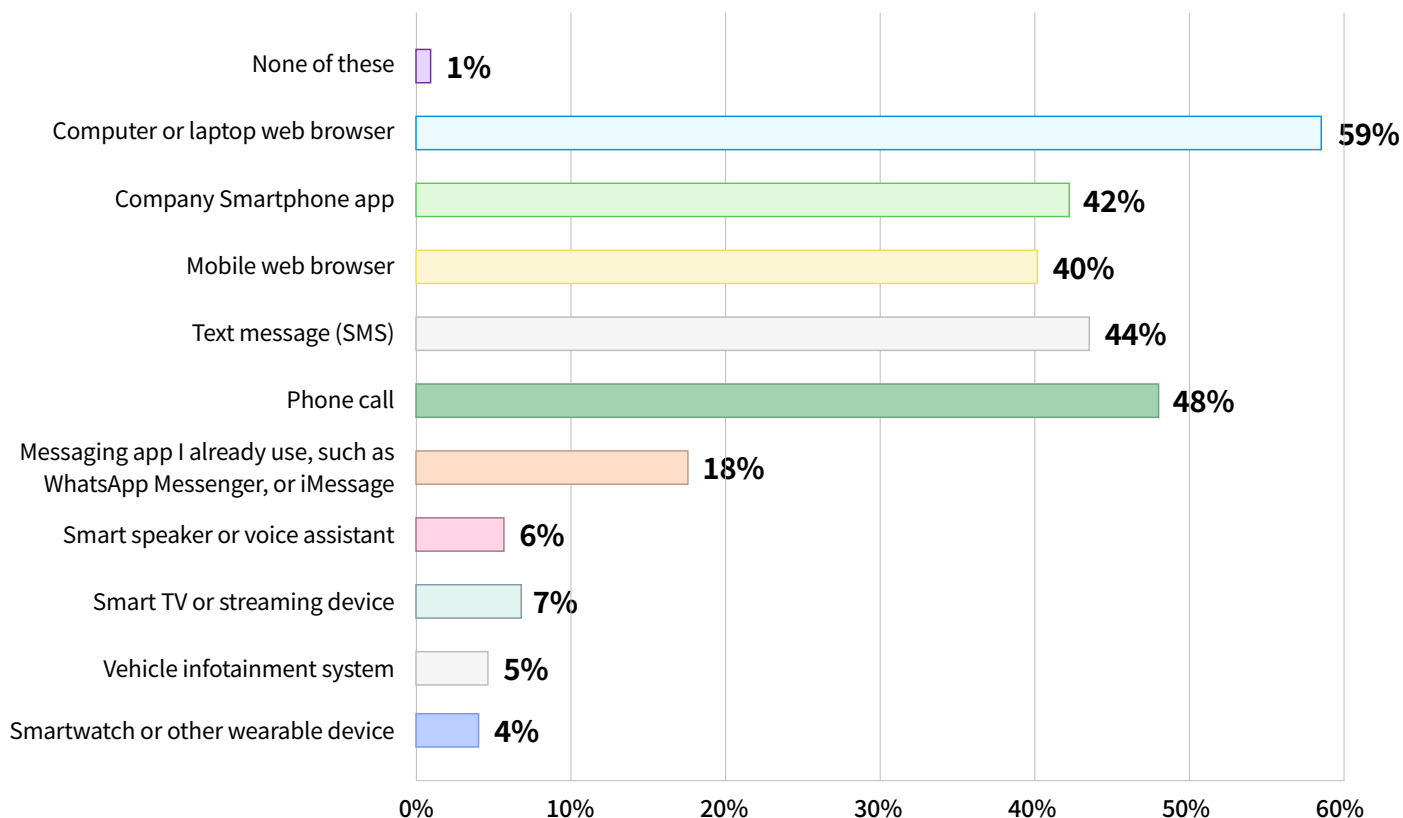
Avaya Infinity enables that continuity by connecting context across channels, devices, AI, and human expertise, so **the customer can change how they connect without changing how much the enterprise understands.**

6: The Anywhere Journey

Continuity Across the Channels Customers Already Use

Question:

If a company could continue a customer-service conversation on any of the following, which would you be willing to use? Select all that apply.



Key Insight

Consumers are willing to continue customer-service conversations across a broad mix of familiar voice and digital channels.

Nearly all respondents selected at least one option they would use. This doesn't mean every customer wants every channel. It is that the **customer journey increasingly needs to be portable.**

What It Means for Businesses

Channel preference is situational. A customer may start on a laptop, move to messaging, and then switch to voice when the issue becomes more complex.

What matters is not simply offering more ways to connect. It is allowing customers to move between them without losing the conversation, context, or progress already made.

That requires the customer journey to exist independently of any single interface.

Implications for the Enterprise

Opportunity:

- Give customers the flexibility to continue service through the channel that best fits their circumstances while maintaining one connected journey.

Risk:

- More channels can create more fragmentation if each operates independently, multiplying opportunities for lost context and duplicated effort.

Action:

- Build the journey independently of the individual channel, with persistent context and common orchestration connecting voice, digital, messaging, mobile, and emerging endpoints

Why You Need Avaya Infinity

Avaya Infinity helps enterprises orchestrate customer journeys across channels while preserving the context that makes them feel like one continuous experience.

- **Unified Voice + Digital**
Connect voice, web, mobile, messaging, and other touchpoints as different access points into the same underlying customer journey.
- **Context-Aware Movement**
Preserve customer identity, intent, interaction history, and progress as the experience moves between channels so each touchpoint continues from where the last one stopped.
- **Architecture for What Comes Next**
Support today's dominant channels while staying flexible enough to add new experience endpoints as customer behavior evolves.

Experience Shift at a Glance

From		To
Channel-specific journeys		One journey across channels
Customer adapting to the channel		Experience adapting to the customer
Separate voice and digital experiences		Unified voice + digital orchestration
Architecture built for today's endpoints		Architecture ready for what's next

Takeaway for the C-Suite

Customers want to choose where the conversation continues without sacrificing what the enterprise already knows.

The strategic requirement is therefore bigger than multichannel access. It is a journey **portability**.

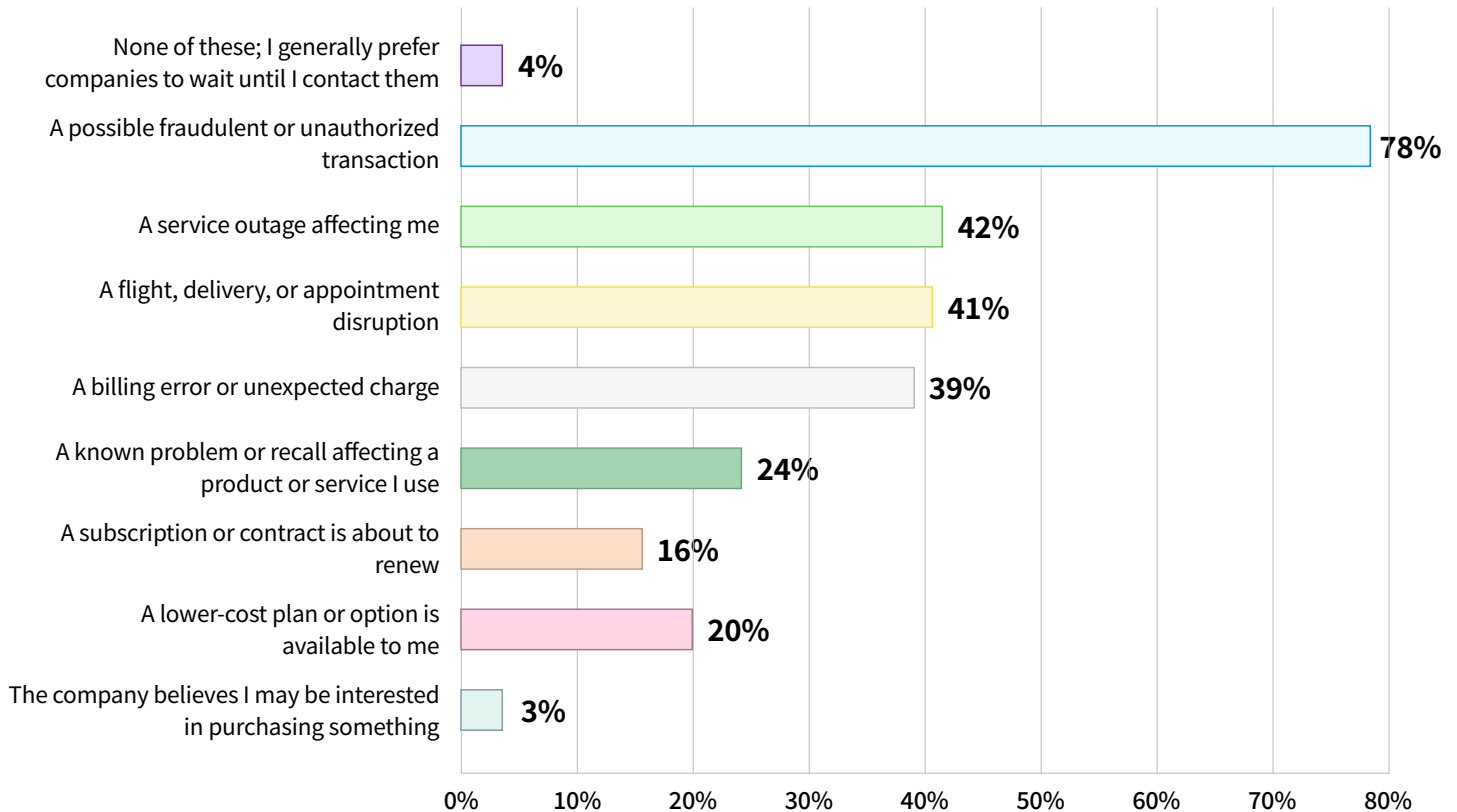
Avaya Infinity helps separate the customer experience from the limitations of any single interface, allowing voice, digital, AI, and human engagement to operate around one persistent journey.

7: The Proactive Service Mandate

Reach Out Before the Customer Has To

Question:

In which of the following situations would you most want a company to proactively contact you before you had to contact them?
Select up to three.



Key Insight

Consumers strongly welcome proactive service when it protects them from risk, disruption, or unnecessary effort.

The contrast is striking: 78% want proactive contact about possible fraud, while only 3% want outreach simply because a company thinks they may be interested in buying something.

The message is clear: proactivity creates value when it helps the customer, not just the company.

What This Reveals

Customer service does not always have to begin with the customer making contact.

Enterprises often possess signals that something has gone wrong before the customer discovers it. The opportunity is to recognize those moments and respond appropriately, reducing the effort required to identify the problem, find help, and begin resolution.

That shifts the service model from **reactive response to intelligent intervention**.

Implications for the Enterprise

Opportunity:

- Turn known problems into moments that demonstrate responsiveness by reaching customers before they have to discover and report the issue themselves.

Risk:

- Proactivity can quickly become intrusion when outreach is irrelevant, excessive, or primarily promotional.

Action:

- Use customer, operational, and journey signals to determine when outreach creates genuine value, then match the timing, channel, message, and next action to the situation.

Why You Need Avaya Infinity

Avaya Infinity helps enterprises move from waiting for interactions to orchestrating engagement around real-time signals and customer needs.

- **Event-Driven Engagement**
Use relevant customer and operational signals to initiate the appropriate journey when a meaningful event occurs, rather than waiting for the customer to contact the company.
- **Context-Aware Orchestration**
Match the urgency, channel, information, and resource to the situation so proactive outreach feels relevant rather than generic.
- **Proactive Resolution Journeys**
Treat the outreach as the beginning of the resolution journey. If the customer responds, the enterprise should already understand why contact occurred and what happens next.

Experience Shift at a Glance

From	To
Waiting for customers to report problems	Identifying issues before contact
Reactive customer service	Proactive engagement
Generic notifications	Context-aware outreach
Proactivity for promotion	Proactivity for customer value

Takeaway for the C-Suite

The opportunity is not to contact customers more often. It is to know when contact can prevent effort, reduce risk, or solve a problem before the customer has to ask.

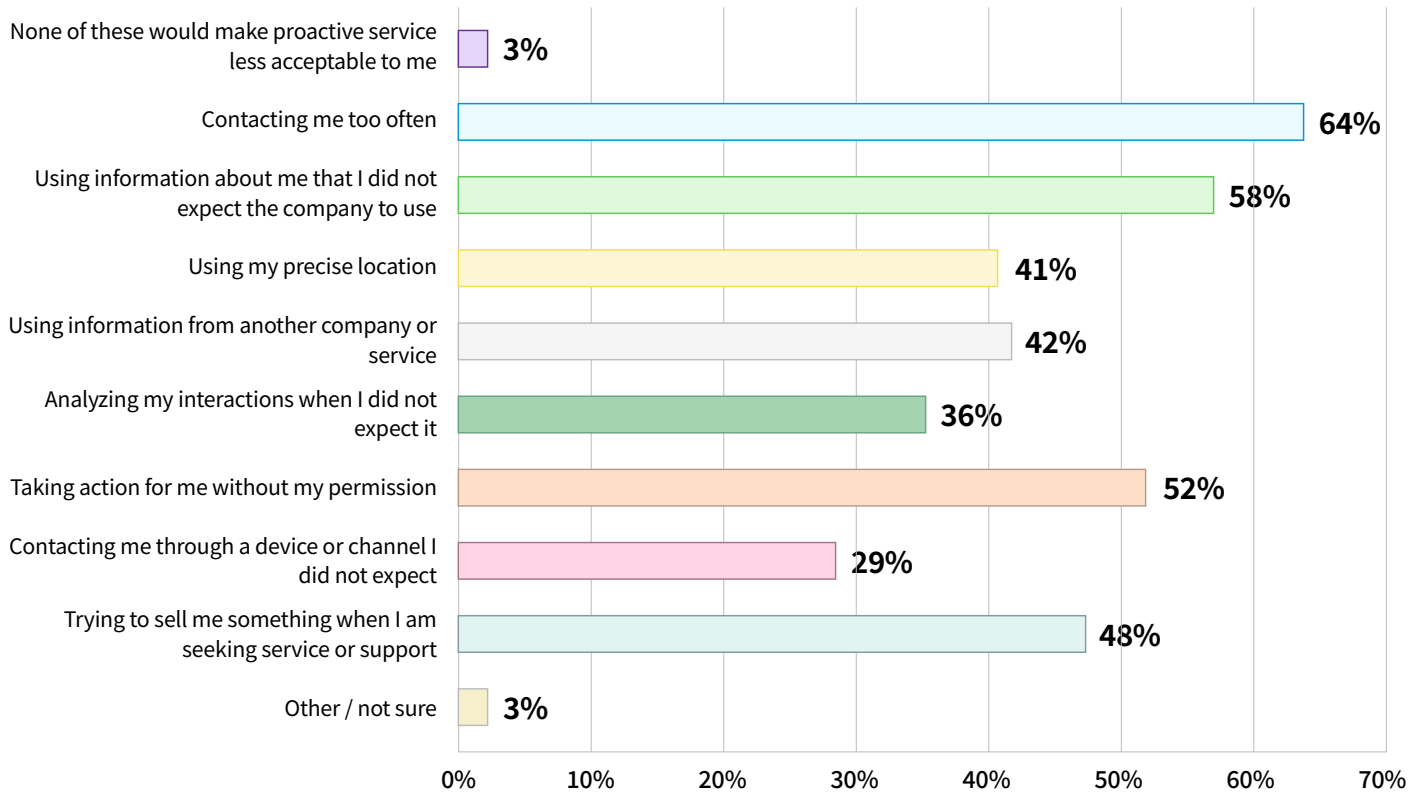
Avaya Infinity helps turn signals into intelligent action, enabling the enterprise to **recognize the moment, initiate the right journey, and move proactively toward resolution.**

8: The Permission Boundary

Proactive Service Must Feel Helpful, Not Intrusive

Question:

Which of the following would make proactive customer service from a company feel less acceptable to you? Select all that apply.



Key Insight

Consumers welcome proactive service, but only within clear boundaries of relevance, permission, and control.

Excessive contact is the leading concern, while unexpected use of customer information and taking action without permission also create significant resistance.

The lesson is simple: proactive service works when it feels expected and useful, not invasive.

What This Reveals

Anticipating a customer need does not automatically create permission to act on it.

Customers judge proactive experiences not only by whether the enterprise can use a piece of information or initiate an action, but whether doing so feels appropriate to the relationship and the situation.

The most intelligent experience is therefore not the one that uses the most data or takes the most autonomous action. It is the one that applies intelligence with **purpose, transparency, and restraint.**

Implications for the Enterprise

Opportunity:

- Use customer intelligence to create proactive experiences that feel timely, useful, and respectful. Trust and transparency can become differentiators.

Risk:

- The same data and AI capabilities that enable personalization can damage trust when used unexpectedly, too frequently, or without sufficient customer control.

Action:

- Design proactive journeys around customer permissions, expected data use, appropriate frequency, channel preferences, and clear limits on autonomous action.

Why You Need Avaya Infinity

Avaya Infinity can help enterprises combine proactive intelligence with the governance and customer context needed to keep engagement aligned with expectations.

- **Permission-Aware Orchestration**
Align what AI can recommend, prepare, or execute with the level of authority and consent the customer has provided.
- **Appropriate Use of Context**
Use customer information where it creates clear value and matches customer expectations, rather than treating every available data point as permission for personalization.
- **Customer-Governed Engagement**
Respect preferences for frequency, channel, and autonomous action so proactive service remains useful without becoming intrusive.

Experience Shift at a Glance

From	To
More outreach	More relevant outreach
Data availability	Expected and appropriate data use
Company-controlled automation	Customer-governed autonomy
Maximum intelligence	Responsible orchestration

Takeaway for the C-Suite

Knowing more does not automatically grant permission to do more.

As AI makes customer experiences more predictive and proactive, trust will depend on whether enterprises understand **when to use intelligence, when to ask permission, and when to exercise restraint.**

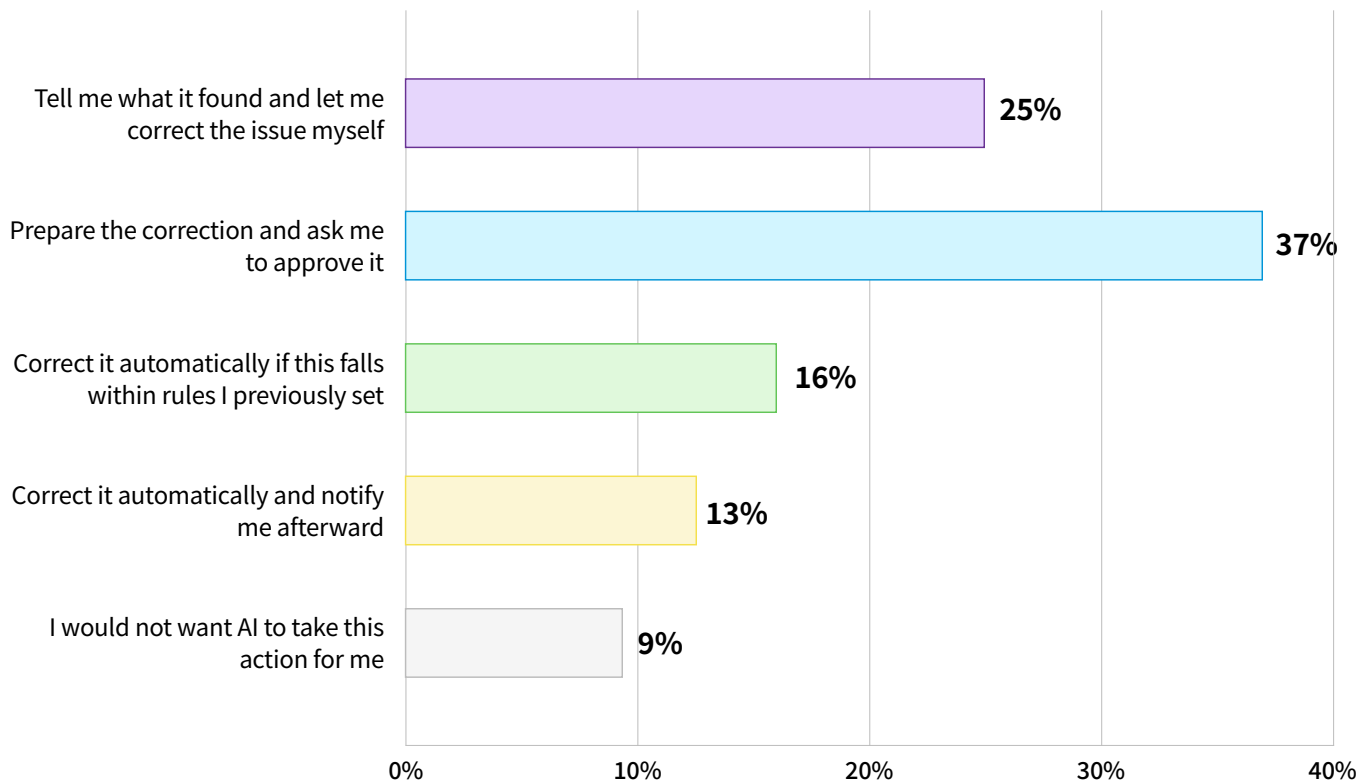
Avaya Infinity supports that balance by bringing context, governance, customer preference, and orchestration together so proactive service can become **more intelligent without becoming more intrusive.**

9: The Permissioned Automation Model

Consumers Want AI to Act, but on Their Terms

Question:

Suppose a company's AI assistant detects that you were charged twice for the same purchase and could correct the duplicate charge. Which approach would you prefer?



Key Insight

Consumers are highly open to AI participating in resolution, but most want control over how far that participation goes.

91% are willing to let AI play some role in addressing the problem, while the largest group prefers AI to prepare the correction and request approval before acting.

The emerging model is not unrestricted autonomy. It is **permissioned autonomy**.

What This Reveals

Consumers are not simply deciding whether they trust AI. They are deciding **how much authority to give it**.

AI can identify a problem, recommend a solution, prepare an action, or execute within approved boundaries. The appropriate level of autonomy depends on the permission the customer has granted and the nature of the action.

This creates a powerful opportunity to remove customer effort without requiring customers to surrender control.

Implications for the Enterprise

Opportunity:

- Move AI beyond answering questions toward actively advancing resolution by detecting problems, preparing actions, and executing approved tasks

Risk:

- Moving from assistance to unrestricted action faster than customers are comfortable with can undermine trust, even when consumers welcome AI help.

Action:

- Design graduated levels of authority that allow AI to inform, recommend, prepare, request approval, or act automatically within customer-defined boundaries.

Why You Need Avaya Infinity

Avaya Infinity can help enterprises connect AI-powered action with the context, permissions, governance, and oversight needed to keep automation aligned with customer expectations.

- **AI That Detects and Prepares**
Use AI to recognize service issues, understand the relevant context, determine an appropriate response, and prepare the next action before requiring customer involvement.
- **Customer-Defined Authority**
Let customers decide how much control AI has, from recommendation and approval to automatic action within established rules.
- **Governed Action**
Apply enterprise policies, permissions, and human oversight as AI moves from providing information to taking actions that affect customer accounts and outcomes.

Experience Shift at a Glance

From		To
AI provides information		AI advances resolution
Customer performs every step		AI prepares the action
Approval or full autonomy		Graduated levels of authority
AI acting independently		Permissioned AI action

Takeaway for the C-Suite

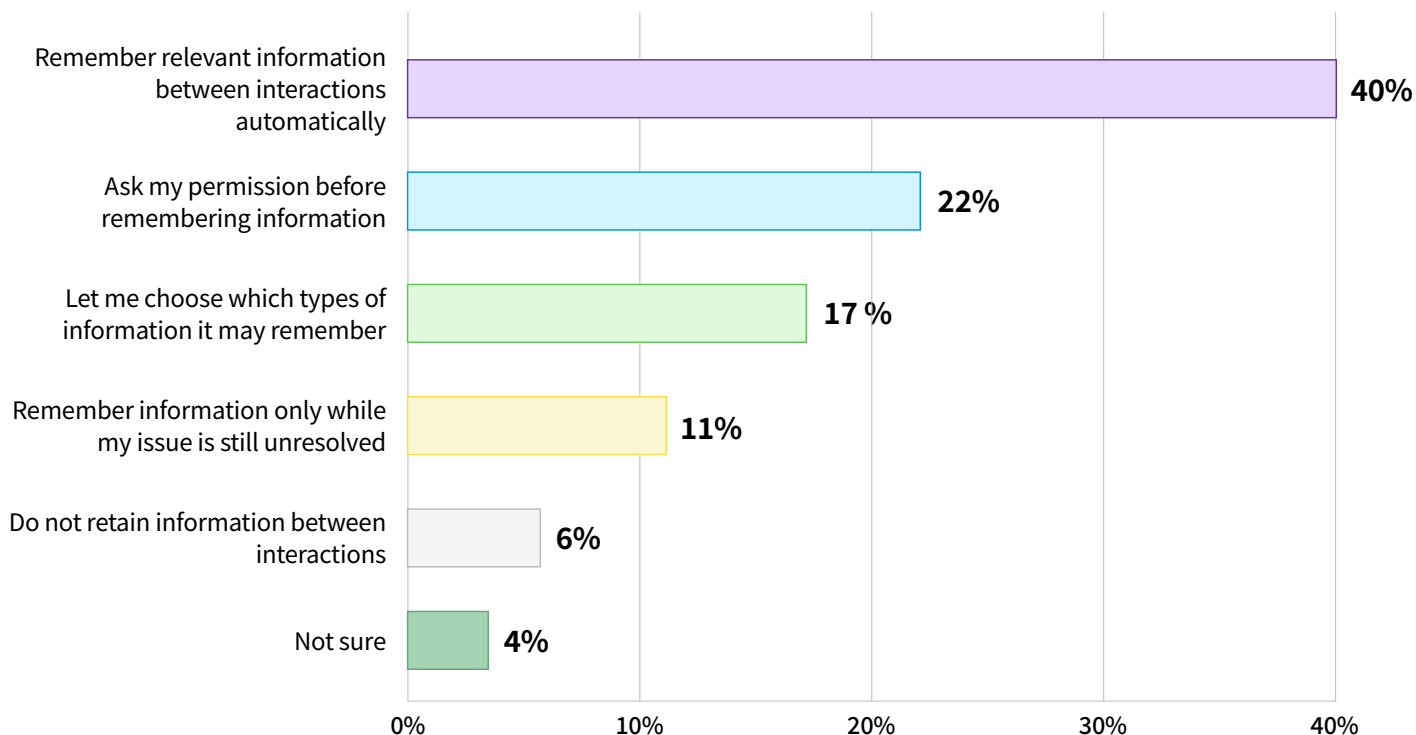
Customers are ready for AI to do more, but authority must expand with permission. The opportunity is not to give AI unlimited autonomy. It is to reduce customer effort while letting people decide **what AI can do, when it must ask, and where its authority ends.** Avaya Infinity supports that progression by combining intelligence and action with customer permissions, enterprise governance, and human oversight.

10: The Memory Contract

Customers Want AI to Remember, but With Boundaries

Question:

If a company's AI could retain information between customer-service interactions, which approach would you prefer?



Key Insight

Consumers overwhelmingly see value in AI memory: 91% are open to retaining information between customer-service interactions under at least some circumstances.

The largest group is comfortable with relevant information being remembered automatically, while others want permission, greater choice over what is retained, or limits tied to the life of the issue.

The expectation is clear: continuity matters, but so does control.

What This Reveals

Customers don't want every interaction to start from zero. Relevant memory can reduce repetition, speed resolution, and allow one interaction to build intelligently on the last.

But consumers do not view memory as an all-or-nothing capability. Different information may warrant different permissions and retention periods.

The goal should therefore be **purposeful, permission-aware memory**, not maximum retention.

Implications for the Enterprise

Opportunity:

- Use memory to eliminate repetition and make each interaction more informed than the last.

Risk:

- Treating customer memory as unlimited, or applying the same retention model to every situation, can undermine the trust continuity is meant to build.

Action:

- Establish transparent memory policies that reflect customer preference, the purpose of the information, and how long that context remains useful.

Why You Need Avaya Infinity

Avaya Infinity can help enterprises maintain persistent customer context while applying the governance and policies needed to use that context appropriately.

- **Persistent Context**
Carry relevant information across interactions so customers do not have to explain their history, preferences, or unresolved needs repeatedly.
- **Permission-Aware Memory**
Apply different memory approaches based on customer preference, including automatic retention, explicit permission, and customer-selected categories.
- **Purposeful Retention**
Retain context for as long as it serves the customer journey, distinguishing between information useful across interactions and information needed only while a specific issue remains unresolved.

Experience Shift at a Glance

From	To
Every interaction starts over	Experiences build on prior context
One memory policy for everyone	Preference-aware retention
Maximum data retention	Purposeful, relevant memory
Customer repeating information	Enterprise remembering context

Takeaway for the C-Suite

Customers are not asking companies to remember everything. They are asking companies to remember what matters, responsibly.

AI memory can make customer service dramatically more continuous and effortless. Still, trust depends on giving customers appropriate control over **what is remembered, why it is remembered, and for how long.**

Avaya Infinity supports that balance by combining persistent context with governance, helping AI and human agents **remember enough to make the journey better without treating customer data as an unlimited resource.**

11: The Sensitivity Gradient

AI Memory Must Match the Information

Question:

For each type of information below, how comfortable would you be allowing a company's AI to retain it for future customer-service interactions?



Key Insight

Consumers do not have a single attitude toward AI memory. **Comfort changes according to the sensitivity and relevance of the information being retained.**

Service-related context such as preferences, purchase history, previous issues, and prior conversations is broadly accepted. Comfort declines as information becomes more personal or sensitive.

The principle is clear: not all context should be treated the same.

What This Reveals

Customers can immediately see the value of remembering information that makes service easier. Relevant history can eliminate repetition, improve personalization, and help the next interaction begin further ahead.

But as information becomes more sensitive, the trust equation changes. Customers increasingly want greater control over whether that information is remembered and used.

That means AI memory should be **contextual, purpose-driven, and sensitivity-aware**, rather than governed by one universal retention policy.

Implications for the Enterprise

Opportunity:

- Use customer memory where the benefit is clear, particularly when it reduces repetition and improves continuity.

Risk:

- Applying the same retention rules to every type of customer information can undermine trust, especially as information becomes more sensitive.

Action:

- Create tiered memory policies based on sensitivity, purpose, customer permission, and appropriate retention duration.

Why You Need Avaya Infinity

Avaya Infinity helps enterprises maintain useful customer context while applying permissions and governance appropriate to different types of information.

- **Sensitivity-Aware Memory**
Apply different policies to different categories of information rather than treating all customer context equally.
- **Permission-Aware Context**
Use explicit customer permission where greater sensitivity requires a higher level of control, allowing personalization and privacy to coexist.
- **Shared Context With Guardrails**
Make appropriate remembered context available across AI and human interactions while preserving the policies, permissions, and controls associated with that information.

Experience Shift at a Glance

From	To
One memory policy for all data	Sensitivity-aware memory
Retain everything available	Retain what serves a clear purpose
Binary consent	Graduated permission
AI remembers indiscriminately	AI remembers responsibly

Takeaway for the C-Suite

The goal is not maximum memory. It is a trusted memory.

Customers value context when it makes service easier, but they expect the enterprise to recognize that **communication preferences and sensitive personal information do not carry the same trust requirements**.

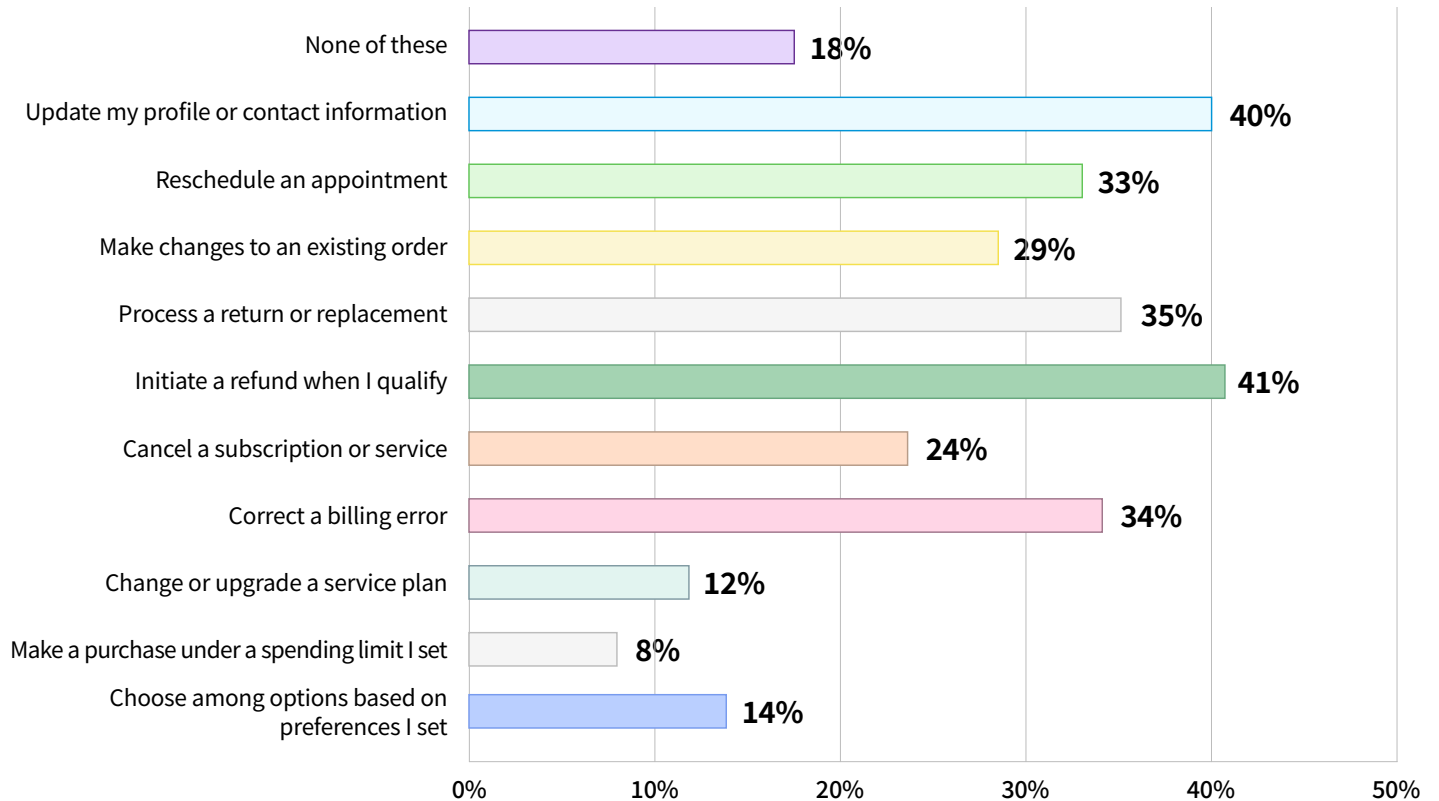
Avaya Infinity supports that balance by combining persistent context with permission and governance, helping enterprises **remember what improves the journey while applying greater control as sensitivity increases**.

12: The Delegated Action Threshold

Consumers Are Ready for AI to Act Within Approved Boundaries

Question:

Which of the following actions, if any, would you personally be comfortable authorizing an AI assistant to complete without asking you for another approval at the time of the action? Select all that apply.



Key Insight

More than 82% of consumers are willing to pre-authorize AI to complete at least one of the tested customer-service actions without asking again at the moment of execution.

Comfort is strongest for familiar, well-defined tasks such as refunds, account updates, returns, billing corrections, and appointment changes.

The pattern is clear: the more bounded the action, the easier it is to delegate.

What This Reveals

Agentic AI creates the opportunity to move customer service beyond providing answers toward **completing work on the customer's behalf**.

But consumers do not view every action equally. Routine tasks with clear outcomes are easier to pre-authorize, while actions involving greater discretion, commitment, or financial consequence face a higher trust threshold.

The opportunity is therefore not unrestricted autonomy. **It is delegated authority within clearly defined boundaries.**

Implications for the Enterprise

Opportunity:

- Use AI to complete well-defined service actions, removing steps from common customer journeys rather than simply telling customers what to do next.

Risk:

- Treating every task as equally appropriate for automation can undermine trust as discretion, financial impact, or consequence increases.

Action:

- Create graduated levels of AI authority based on action type, risk, customer permission, and predefined limits, with additional approval or human involvement when required.

Why You Need Avaya Infinity

Avaya Infinity helps enterprises move from conversational AI to action-oriented AI within governed customer journeys.

- **From Answers to Actions**
Connect AI with enterprise workflows and systems so approved tasks can be completed as part of the same customer journey rather than handed back to the customer.
- **Pre-Authorized Boundaries**
Let customers set permissions in advance so AI can take appropriate action without requiring approval at every routine step.
- **Context + Oversight**
Combine customer intent, permissions, business rules, and journey context to determine when AI can act and when an exception should return control to the customer or a human employee.

Experience Shift at a Glance

From	To
AI answers questions	AI completes approved tasks
Customer performs every step	AI acts on the customer’s behalf
Approval for every transaction	Pre-authorized boundaries
Unrestricted automation	Governed AI action

Takeaway for the C-Suite

Consumers are ready to delegate meaningful work to AI when the boundaries are clear.

The opportunity for agentic CX is not to automate every decision. It is to identify the tasks where AI can safely remove effort, execute within established authority, and return control when the stakes rise.

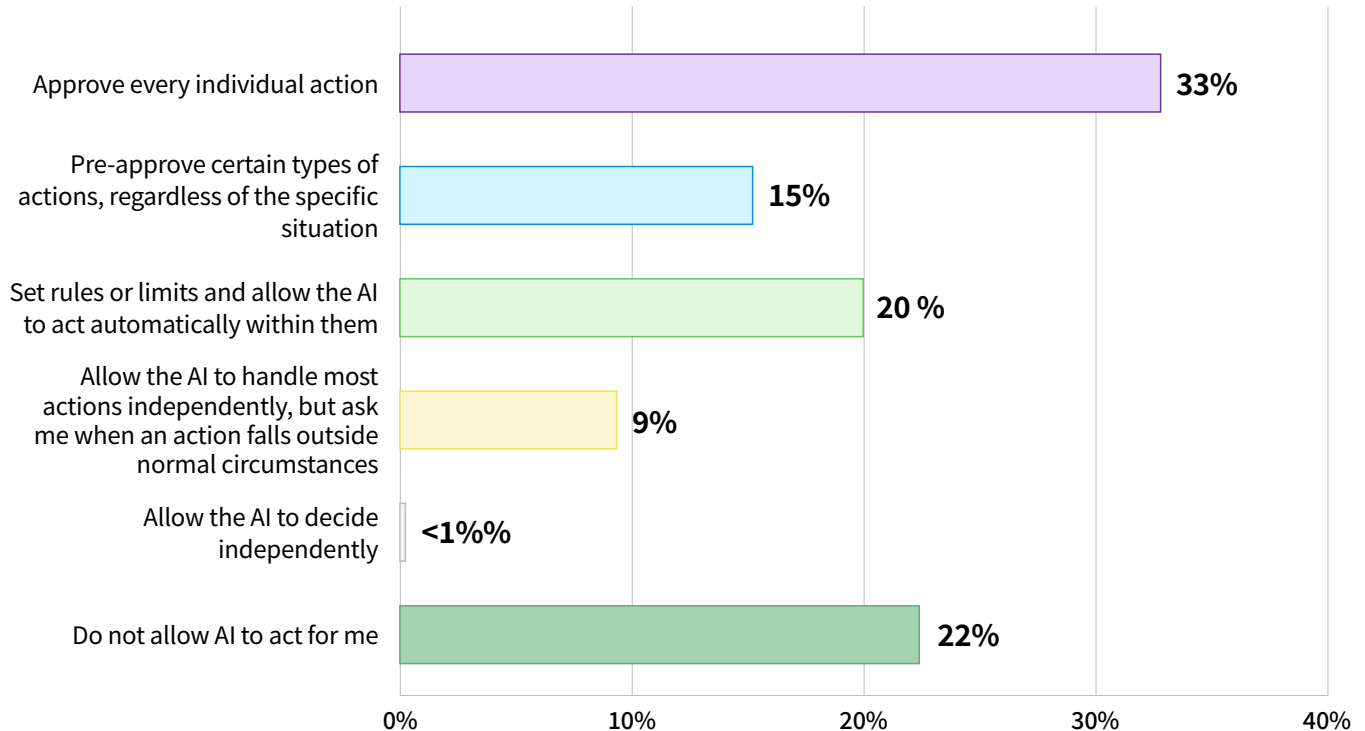
Avaya Infinity supports that model by connecting **AI intelligence, enterprise workflows, customer permissions, and human oversight**, enabling AI to move from telling customers what to do toward **taking approved action that advances resolution**.

13: The Control Spectrum

Consumers Want AI Authority With Clear Guardrails

Question:

If an AI assistant acts on your behalf, which control model would you prefer?



Key Insight

Nearly **78% of consumers would allow AI to act on their behalf in at least some capacity**, but virtually no one is ready to give AI unrestricted independence.

Instead, consumers favor different forms of approval, predefined permissions, rules, limits, and exception handling.

The message is clear: AI autonomy becomes more acceptable when its boundaries are visible and controllable.

What This Reveals

Consumers are not making a binary choice between “AI acts” and “AI does not act.” They are defining **how to share authority between the customer and the AI**.

Some want approval each time. Others are comfortable establishing permissions or rules in advance. They overwhelmingly reject AI operating without meaningful boundaries.

That makes guardrails more than a restriction on automation. They can also expand customer confidence in it.

Implications for the Enterprise

Opportunity:

- Use configurable guardrails to increase customer comfort with agentic AI, allowing greater delegation when boundaries are clear.

Risk:

- Treating autonomy as a choice between constant manual approval and unrestricted independence ignores how consumers actually want control to work.

Action:

- Create tiered authority models that define approved actions, thresholds, rules, and exceptions, with automatic escalation when AI reaches the edge of its permitted authority.

Why You Need Avaya Infinity

Avaya Infinity helps enterprises orchestrate AI action based on customer permissions, enterprise policy, context, and risk.

- **Graduated Authority**
Support different levels of AI control, from recommendation and individual approval through pre-authorized and rules-based action.
- **Configurable Guardrails**
Use action categories, customer preferences, thresholds, limits, and business rules to define where AI may operate automatically.
- **Intelligent Escalation**
Recognize when an interaction falls outside approved boundaries and return the decision to the customer or appropriate human expertise.

Experience Shift at a Glance

From	To
AI either acts or does not act	Graduated levels of authority
Fixed automation	Rules-based autonomy
AI operating independently	AI operating within guardrails
Manual exception discovery	Intelligent exception escalation

Takeaway for the C-Suite

Trust does not require eliminating AI autonomy. It requires governing it.

Customers are willing to delegate authority when they can understand and control the boundaries. The opportunity is to make AI increasingly capable **without making it increasingly independent of customer and enterprise control.**

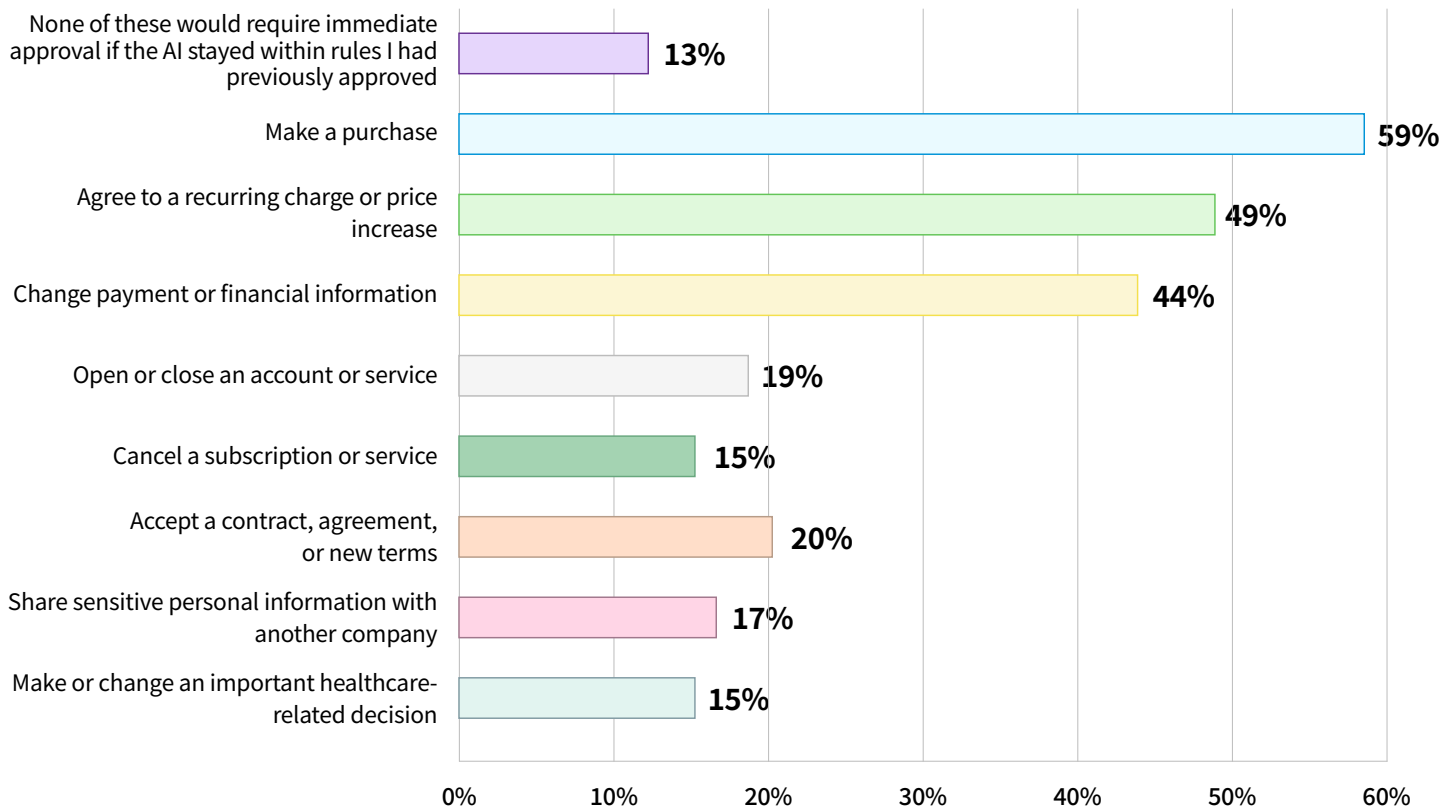
Avaya Infinity supports that model by orchestrating AI action within defined permissions, policies, and contextual guardrails, so automation can expand while control remains where it matters.

14: The Approval Threshold

The Higher the Stakes, the More Control Customers Want

Question:

Which of the following actions would you most want to approve each time, immediately before an AI assistant completes them?
Select up to three.



Key Insight

Consumers are most protective of AI actions that create **financial commitments, change financial information, or carry lasting consequences**.

The strongest approval boundaries are all financial, with purchases, recurring charges, and payment changes leading the list.

The pattern is clear: as consequence increases, customers want the approval point to move closer to the action.

What This Reveals

A customer may be comfortable authorizing AI to act generally while still wanting to approve specific high-impact decisions when they occur.

That means AI authority should not be treated as permanent or universal. The appropriate level of autonomy should reflect the **consequence, sensitivity, and reversibility of the specific action**.

The goal is not one approval model for everything. It is **adaptive control**.

Implications for the Enterprise

Opportunity:

- Let customers delegate routine work while retaining immediate control over decisions with greater financial, contractual, or personal consequences.

Risk:

- Treating broad authorization as permission for every future action can undermine trust, particularly when money, accounts, or sensitive information are involved.

Action:

- Create risk-based approval policies that determine when AI may act automatically and when the customer should confirm immediately before execution.

Why You Need Avaya Infinity

Avaya Infinity helps enterprises match AI autonomy to the significance of the action, customer permission, and enterprise policy.

- **Risk-Aware Orchestration**
Allow routine, low-risk actions to move quickly within approved boundaries, while applying greater control as consequences increase.
- **Approval at the Right Moment**
Introduce confirmation immediately before higher-impact actions without forcing the customer to restart the journey or navigate a separate process.
- **Customer-Defined Guardrails**
Respect different comfort levels by letting customers set which actions AI may complete automatically and which always require approval.

Experience Shift at a Glance

From	To
One approval model for every action	Risk-based approval
Broad authorization	Action-specific authority
AI acts whenever permitted	AI recognizes when to ask
Static autonomy	Adaptive autonomy

Takeaway for the C-Suite

The right level of AI autonomy depends on the stakes.

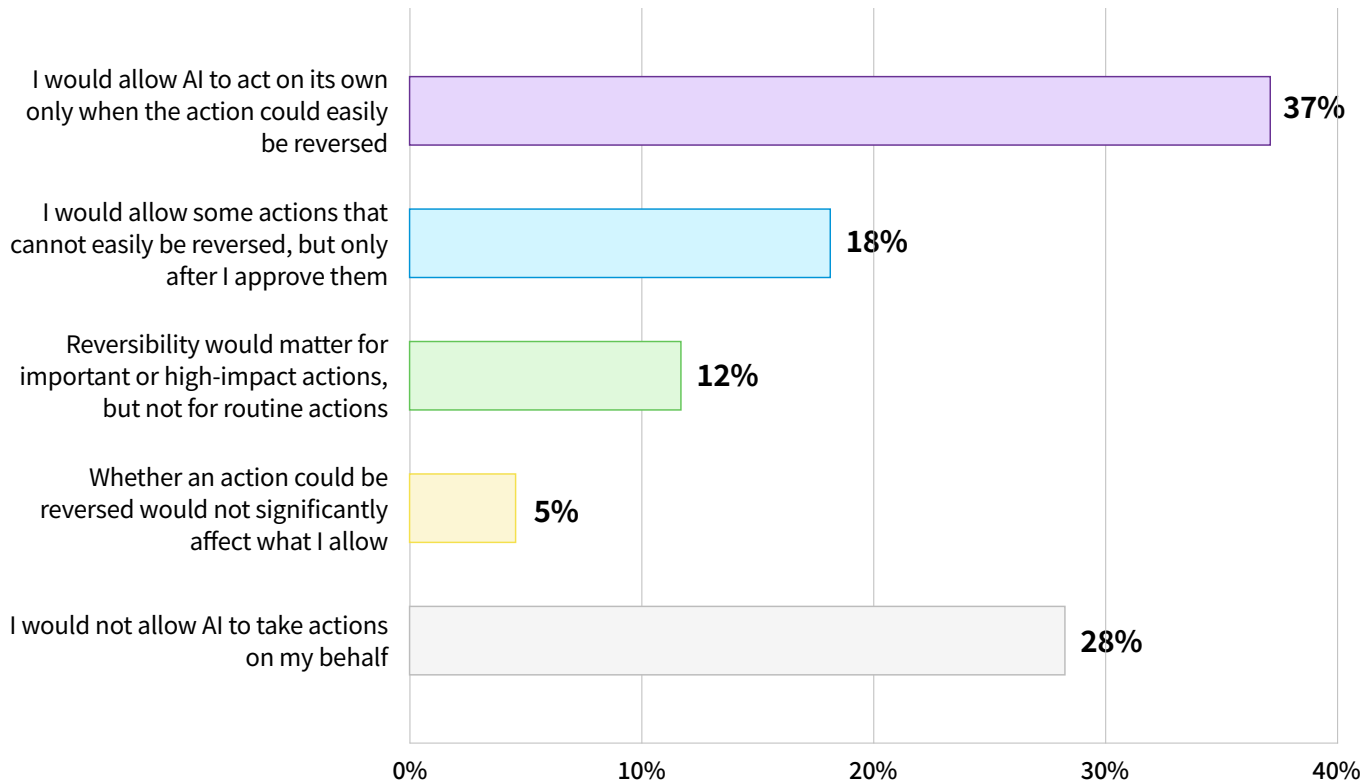
Customers are willing to delegate routine work, but they want control to return when decisions become more consequential. Avaya Infinity supports that balance by combining intelligent orchestration, customer permissions, and governed AI so automation can move quickly where appropriate while **bringing the customer back into the decision at the moments that matter most.**

15: The Reversibility Principle

Consumers Trust AI More When Actions Can Be Undone

Question:

How would the ability to reverse or undo an AI action affect what you would allow it to do? Select the answer that best describes your approach.



Key Insight

For a clear majority of consumers, reversibility, consequence, or the opportunity to approve a harder-to-reverse action influences how much authority they are willing to give AI.

The largest group is willing to let AI act independently when the action can easily be undone.

The principle is straightforward: the easier an action is to reverse, the easier it may be to delegate.

What This Reveals

Consumers do not evaluate AI autonomy only by asking what the AI can do. They also consider **what happens if it is wrong**.

Reversibility creates a safety net. When customers know they can correct an incorrect action quickly, the consequences of delegating authority feel more manageable.

As actions become harder to reverse or more consequential, the need for approval, tighter guardrails, or human involvement increases.

Implications for the Enterprise

Opportunity:

- Design recoverability into agentic experiences so customers can delegate appropriate actions with greater confidence.

Risk:

- Allowing AI to execute consequential or difficult-to-reverse actions without sufficient approval can undermine trust, even among customers otherwise comfortable with automation.

Action:

- Classify actions according to consequence and reversibility, allowing greater autonomy for low-risk, recoverable actions while increasing control as potential impact rises.

Why You Need Avaya Infinity

Avaya Infinity helps enterprises orchestrate AI actions based on customer permission, consequence, recoverability, and journey context.

- **Reversible by Design**
Allow appropriate routine actions to proceed automatically when they can be easily corrected and the customer has granted permission.
- **Risk-Aware Approval**
Introduce approval before actions that are difficult to undo or carry greater consequences, without forcing the customer to restart the journey.
- **Context + Human Choice**
Use customer preferences, business rules, and journey context to determine when AI can act, when it should ask, and when human assistance should remain available.

Experience Shift at a Glance

From	⇒	To
Same autonomy for every action		Autonomy based on consequence
Same approval rules everywhere		Reversibility-aware approval
Automation assumes correctness		Automation designed for recovery
Trust requires perfect AI		Trust supported by recoverability

Takeaway for the C-Suite

Customers do not necessarily need AI to be perfect. They need confidence that they can recover from mistakes.

Reversibility can expand the boundary of acceptable AI autonomy by reducing the potential cost of error. As actions become more permanent or consequential, control should increase accordingly.

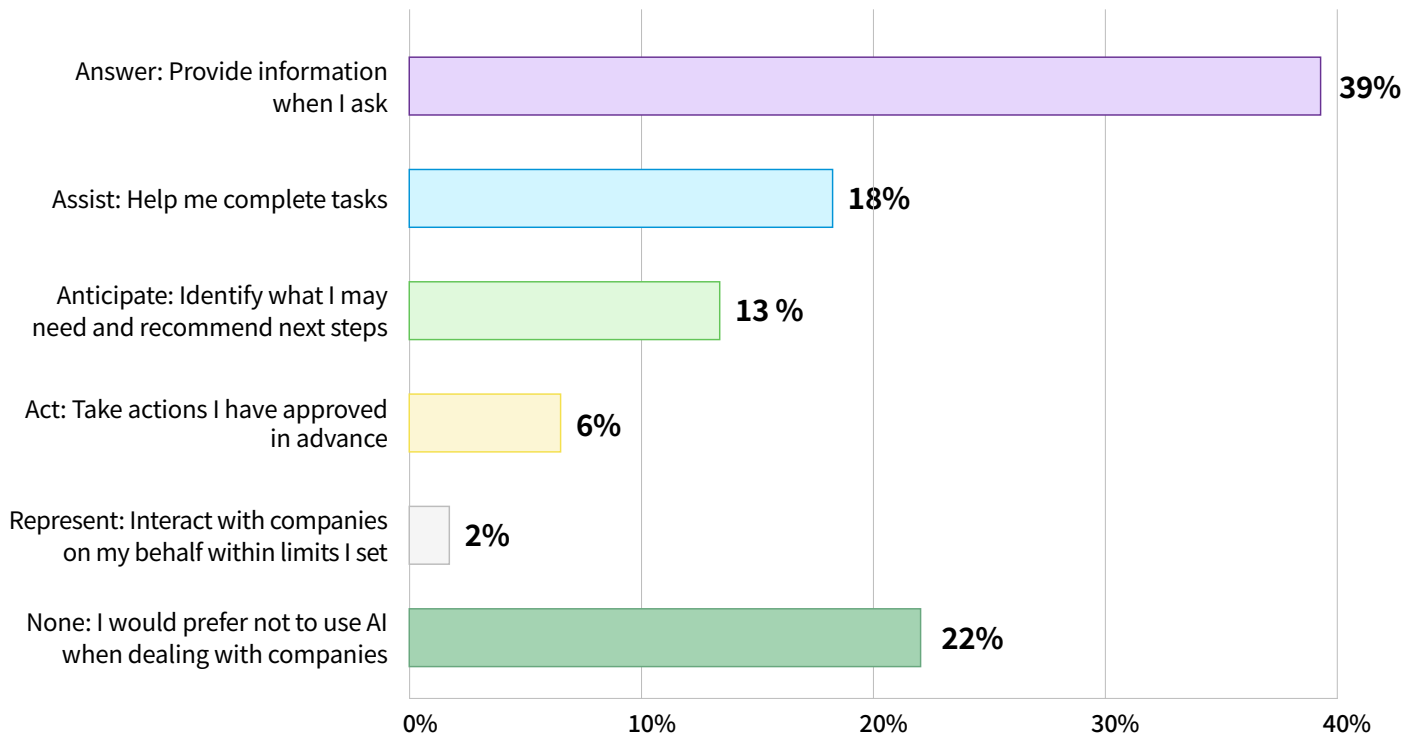
Avaya Infinity supports this risk-aware model by connecting AI action with permissions, consequence, and recoverability, enabling enterprises to **increase automation without asking customers to give up their safety net.**

16: The AI Role Ladder

Consumers' Comfort Varies by AI Role

Question:

What is the most advanced role you would currently be comfortable allowing AI to play when you deal with companies?



Key Insight

Nearly **78% of consumers are comfortable with AI playing at least some role** when they deal with companies, but comfort declines as AI moves from providing information toward taking action or representing the customer.

The progression is clear:

Answer → Assist → Anticipate → Act → Represent

AI adoption is not one leap. It is a **progression of trust and delegated authority**.

What This Reveals

Consumers are not making a simple yes-or-no decision about AI. They are defining **how far they are currently willing to let it go**.

For most, comfort today centers on answers and assistance. A smaller group is ready for more advanced capabilities such as anticipation, approved action, or representation.

The opportunity, then, is not to force every customer toward the most autonomous experience. It is to support **different levels of AI engagement based on preference and trust**.

Implications for the Enterprise

Opportunity:

- Meet customers at their current level of AI comfort while creating a path toward more advanced capabilities as trust grows.

Risk:

- Deploying the most autonomous form of AI simply because the technology allows it to move faster than customer readiness.

Action:

- Design AI experiences as a progression, allowing customers to engage at the level they are comfortable with, from answers and assistance through anticipation, approved action, and representation.

Why You Need Avaya Infinity

Avaya Infinity can help enterprises orchestrate AI across a spectrum of roles rather than one fixed level of automation.

- **Progressive AI Roles**
Support AI that can answer, assist, anticipate, and act as customer needs and confidence evolve.
- **Permission-Based Advancement**
Increase AI authority only when customers have granted the appropriate permission and the situation supports greater autonomy.
- **Human Choice**
Preserve easy access to knowledgeable human assistance for customers who prefer it or when AI is not the best resource.

Experience Shift at a Glance

From	⇒	To
One definition of AI service		A spectrum of AI roles
AI answers questions		AI progressively assists and acts
Automation determined by technology		Automation matched to customer comfort
Full autonomy or none		Permission-based progression

Takeaway for the C-Suite

Consumers are ready for AI, but not all are ready for the same AI.

The strongest near-term opportunity is to deliver useful answers and assistance while allowing customers who are ready to move progressively toward more advanced AI roles.

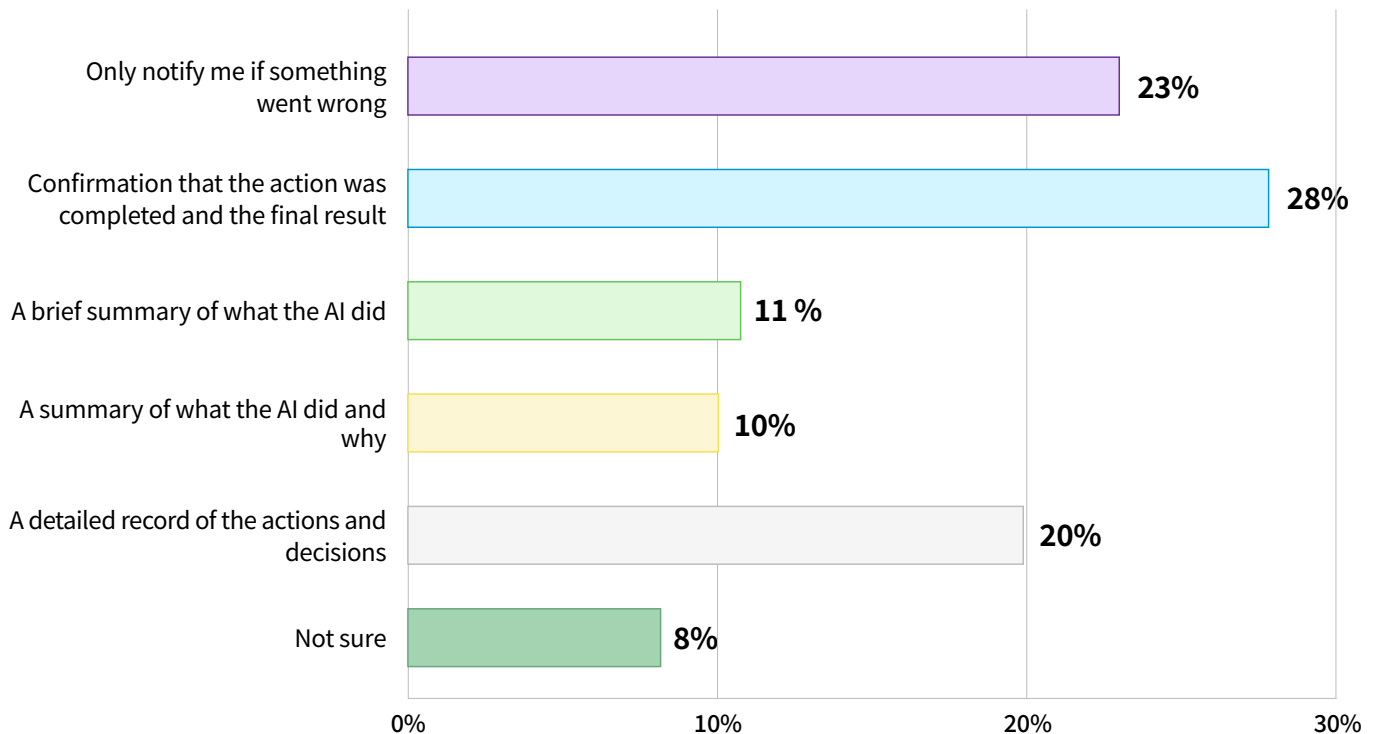
Avaya Infinity supports that evolution by orchestrating AI, automation, context, and human expertise around **the level of intelligence and autonomy appropriate for the customer and the moment.**

17: The Transparency Dial

Customers Want Visibility Into What AI Does

Question:

After an AI takes an action on your behalf, how much information would you generally want the company to provide about what happened?



Key Insight

Most consumers want some visibility after AI acts on their behalf, but **the desired level of transparency varies significantly.**

Some want simple confirmation. Others want explanations or detailed records. And a meaningful group prefers to hear from the company only when something goes wrong.

The expectation is not “explain everything every time.” It is: give customers the visibility they need to stay confident and in control.

What This Reveals

As AI moves from providing answers to taking actions, visibility becomes part of the trust model.

Customers may authorize automation, but they still want confidence that the right action occurred and the intended outcome was achieved. For routine actions, confirmation may be enough. More consequential decisions may warrant greater explanation or a detailed record.

Transparency should therefore be **proportional to the action and the customer’s preference**, rather than imposed as one universal reporting model.

Implications for the Enterprise

Opportunity:

- Use transparency to strengthen confidence in agentic AI by closing the loop after actions and providing more detail when needed.

Risk:

- Too little visibility can make AI feel opaque, while too much mandatory information can create complexity and notification fatigue.

Action:

- Design tiered transparency based on customer preference and the significance of the action, from simple confirmation through explanation, detailed records, and exception-based notification.

Why You Need Avaya Infinity

Avaya Infinity can help connect AI action with the confirmation, explanation, and accountability needed to keep customers informed without adding unnecessary effort.

- **Outcome Confirmation**
Close the loop after automated actions by clearly communicating completion and the resulting outcome when appropriate.
- **Graduated Transparency**
Match the amount of information provided to the action's significance and the customer's preference.
- **Explainability + Accountability**
Make more detailed information available when customers or the enterprise need to understand, review, or verify what AI did and why.

Experience Shift at a Glance

From	To
AI acts silently	AI closes the loop
One notification model	Preference-aware transparency
Opaque automation	Explainable AI action
Automation alone	Automation + accountability

Takeaway for the C-Suite

Transparency should give customers confidence, not create more work.

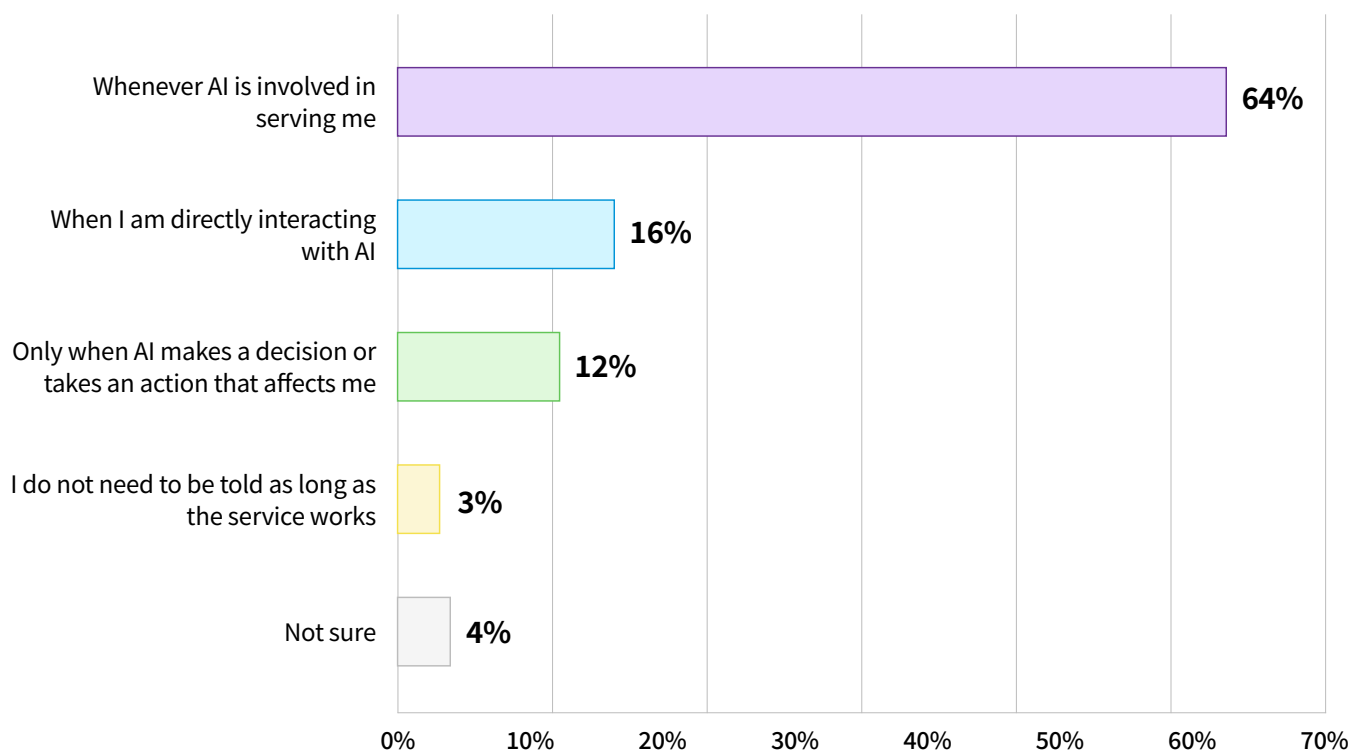
As AI gains more authority to act, enterprises need to make outcomes understandable and reviewable while avoiding unnecessary interruption. Avaya Infinity supports that balance by connecting AI action with **appropriate confirmation, explanation, and accountability**, helping customers stay informed without turning transparency into another source of friction.

18: The Disclosure Expectation

Customers Want to Know When AI Is Part of the Experience

Question:

At a minimum, when should a company tell you that AI is being used in customer service?



Key Insight

Nearly **93% of consumers want companies to disclose AI involvement in at least some circumstances**, and almost two-thirds want to know whenever AI is involved in serving them.

Only a very small minority say disclosure is unnecessary as long as the service works.

The expectation is clear: AI can operate behind the experience, but it should not operate invisibly.

What This Reveals

AI can participate in customer service in many ways, from direct conversations to employee assistance, recommendations, decisions, and actions.

Customers increasingly view that involvement as meaningful. Transparency therefore needs to extend beyond simply identifying a chatbot.

AI disclosure should become an **experience design principle**, helping customers understand when intelligence shapes their interaction and reinforcing confidence that it is used deliberately and responsibly.

Implications for the Enterprise

Opportunity:

- Use clear disclosure to strengthen confidence in AI-powered service and demonstrate responsible use.

Risk:

- Hidden or ambiguous AI involvement can undermine trust even when the technology delivers the intended outcome

Action:

- Establish consistent disclosure policies across direct AI interactions, AI-assisted service, automated decisions, and AI-driven actions

Why You Need Avaya Infinity

Avaya Infinity can help enterprises embed transparency and governance across AI-powered customer journeys.

- **Clear AI Disclosure**
Make AI involvement clear to customers, including when they interact directly with AI or when intelligence influences the experience behind the scenes.
- **Journey-Wide Governance**
Apply consistent policies for disclosure across AI assistants, automated workflows, AI-assisted employees, and AI-driven actions.
- **Human + AI Clarity**
Let customers benefit from AI-enhanced human service while maintaining clarity about the role technology plays in the interaction.

Experience Shift at a Glance

From	To
AI operating invisibly	AI involvement made clear
Bot-only disclosure	Journey-wide transparency
Disclosure as compliance	Disclosure as trust
Ambiguous human vs. AI interactions	Clear interaction identity

Takeaway for the C-Suite

Trust in AI depends not only on what the technology does, but also on whether customers understand when it is being used.

As AI becomes embedded throughout the customer journey, disclosure should not be treated merely as a disclaimer or compliance requirement. It can become a visible signal of responsible AI use.

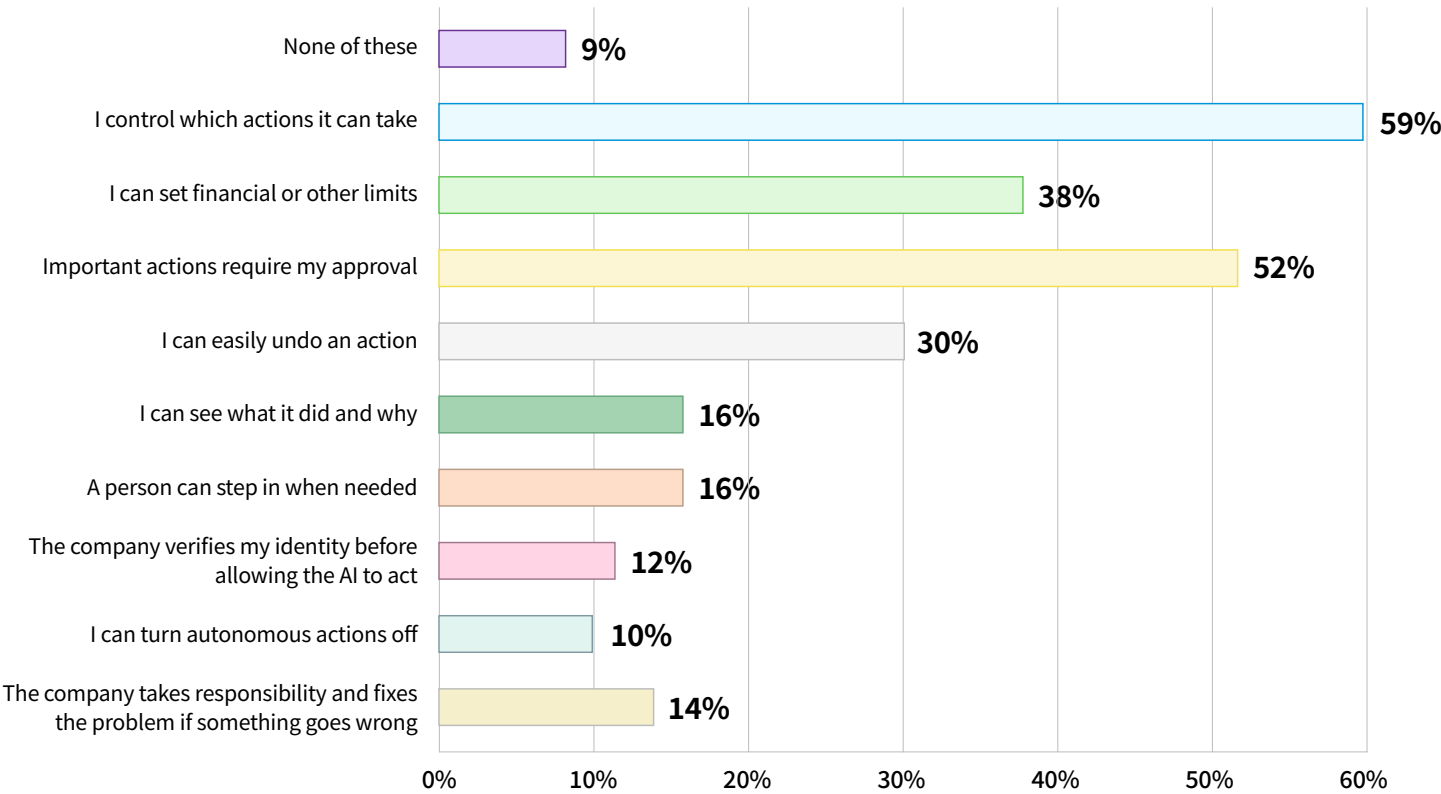
Avaya Infinity supports that model by combining AI-powered experiences with the **governance and transparency needed to keep customers informed as intelligence becomes increasingly embedded across the journey.**

19: The Safeguard Stack

Trust in AI Grows When Customers Keep Control

Question:

If an AI can take actions on your behalf, which safeguards would most increase your confidence? Select up to three.



Key Insight

The strongest drivers of confidence in agentic AI are **control, approval, and limits**. Consumers want to define what AI may do, retain approval over important actions, and establish boundaries around its authority. The message is clear: the more control customers retain over the boundaries, the more confidently AI can operate within them.

What This Reveals

Trust in agentic AI does not depend on a single safeguard. It comes from a layered operating model that defines authority, protects higher-risk decisions, enables recovery, and preserves a path to human intervention.

These controls should not be viewed simply as limits on automation. Clear permissions and safeguards can make customers more comfortable delegating meaningful work to AI.

The future of agentic service therefore depends as much on governance design as AI capability.

Implications for the Enterprise

Opportunity:

- Use safeguards to increase customer confidence in agentic AI, enabling greater automation where clear permissions and controls are in place.

Risk:

- Autonomous AI without defined authority, approval thresholds, limits, recovery mechanisms, and accountability can erode trust even when the technology performs well.

Action:

- Build agentic experiences around a layered safeguard model combining customer-defined permissions, risk-based approval, configurable limits, reversibility, human escalation, transparency, and enterprise accountability.

Why You Need Avaya Infinity

Avaya Infinity can help enterprises connect AI-powered action with the permissions, policies, recovery mechanisms, and human oversight needed for trusted autonomy.

- **Configurable Authority**
Define what AI can do using customer preferences, action categories, thresholds, and enterprise policies.
- **Risk + Recovery Controls**
Require additional approval as consequence rises and preserve the ability to reverse or correct actions when possible.
- **Human + Enterprise Accountability**
Escalate when AI reaches the edge of its authority, maintain visibility into what occurred, and keep the enterprise accountable for the outcome.

Experience Shift at a Glance

From	To
Unrestricted AI authority	Customer-defined permissions
One autonomy setting	Configurable levels of control
AI acts whenever technically possible	AI acts when permitted and appropriate
Automation without accountability	Governed AI with enterprise responsibility

Takeaway for the C-Suite

Guardrails are not the enemy of autonomous AI. They are what make autonomy trustworthy.

Customers are not asking enterprises to make AI less capable. They are asking enterprises to make their authority **understandable, controllable, recoverable, and accountable.**

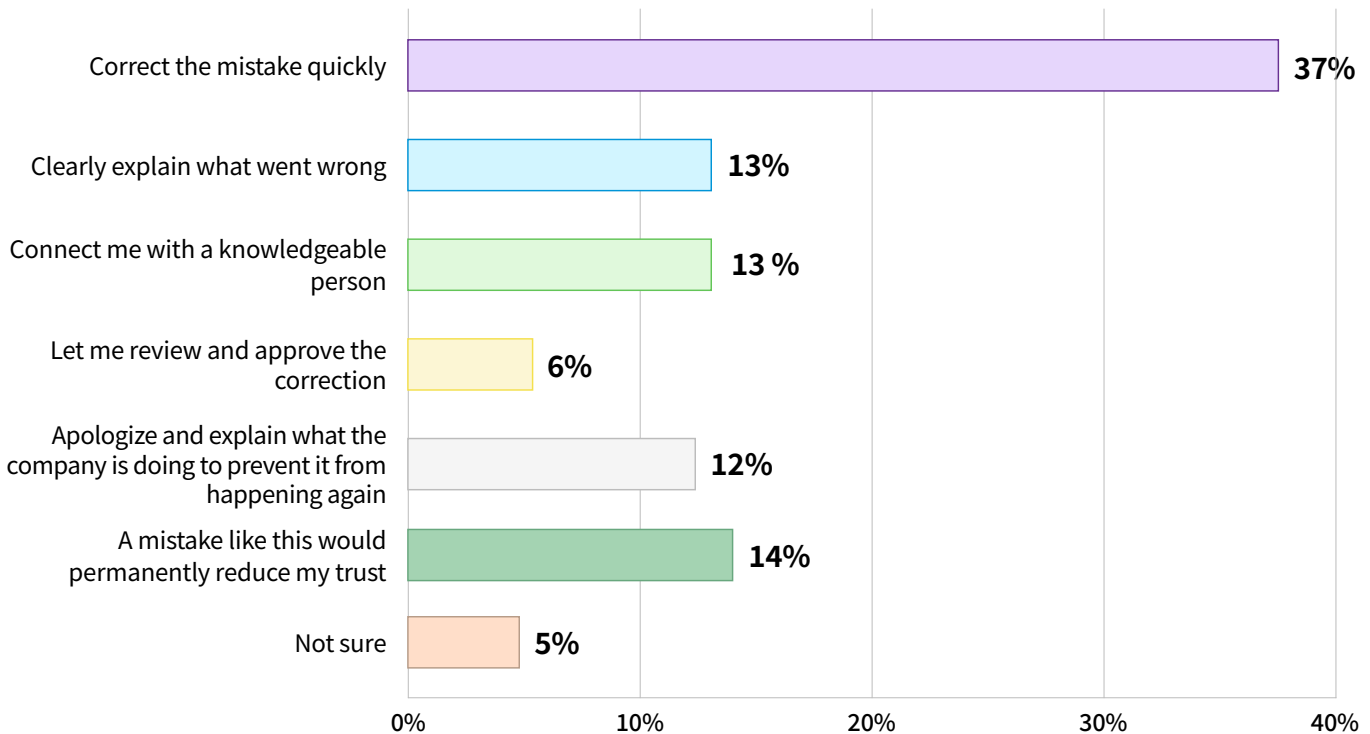
Avaya Infinity supports that model by combining AI-powered action with permissions, policy controls, human oversight, transparency, and accountability, creating a path to **greater automation without requiring customers to surrender control.**

20: The Recovery Imperative

When AI Makes a Mistake, Speed Matters Most

Question:

Imagine a company's AI made an incorrect change to your account, but the mistake could be fully corrected and caused no financial harm. Which response from the company would do the most to restore your confidence?



Key Insight

When AI makes a recoverable mistake, consumers value **fast correction above every other response**.

The leading preference is simple: fix the problem quickly. At the same time, a meaningful group says even a fully correctable mistake would permanently reduce their trust.

The message is clear: recovery begins with resolution, but trust recovery may require more.

What This Reveals

Trustworthy AI does not require assuming mistakes will never happen. It requires the enterprise to respond effectively when they do.

The priority is to restore the correct outcome with as little additional customer effort as possible. Explanation, reassurance, and knowledgeable human assistance can then help restore confidence where needed.

A technically reversible error can still create lasting customer concern, so enterprises must design not only for **error prevention but also for fast, accountable recovery**.

Implications for the Enterprise

Opportunity:

- Design AI recovery as deliberately as AI automation. Fast, low-effort correction can preserve confidence when something goes wrong.

Risk:

- A technically minor mistake can become a major experience failure if the customer must discover it, explain it repeatedly, or wait for correction.

Action:

- Build recovery journeys that detect and correct errors quickly, preserve context, explain clearly, and transition seamlessly to knowledgeable human assistance when needed.

Why You Need Avaya Infinity

Avaya Infinity can help enterprises connect AI automation with the recovery, context, transparency, and human expertise needed when an automated action goes wrong.

- **Rapid Recovery**
Identify incorrect AI-driven outcomes and quickly restore the correct state, minimizing additional customer effort.
- **Context-Preserving Escalation**
When human help is needed, give the employee the full context of what AI did, what went wrong, and what has already been corrected.
- **Transparency + Accountability**
Maintain visibility into AI actions and corrective steps while ensuring that the enterprise, not the algorithm, remains responsible for the customer outcome.

Experience Shift at a Glance

From	To
AI error as exception handling	AI recovery as experience design
Customer discovers the mistake	Enterprise detects and responds
Slow manual correction	Rapid recovery
Technical fix only	Trust recovery

Takeaway for the C-Suite

Responsible AI is not only about preventing mistakes. It is about recovering well when they happen.

Customers judge the enterprise not simply by whether AI makes an error, but by **how quickly the problem is corrected, how little effort recovery requires, and whether the company owns the outcome.**

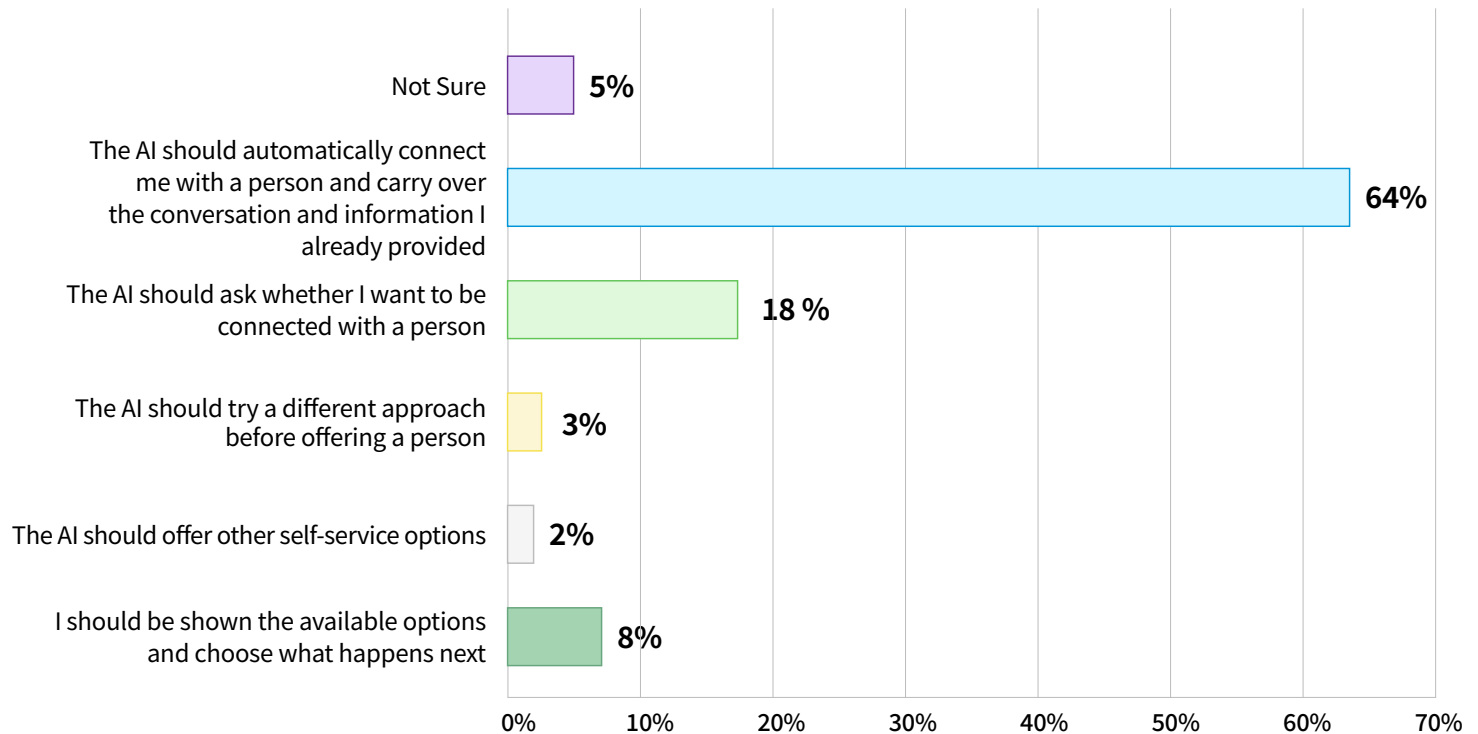
Avaya Infinity supports that recovery-centered model by connecting AI, customer context, governance, and human expertise so enterprises can move quickly from **automated error to informed resolution and restored confidence.**

21: The Escalation Imperative

When AI Cannot Resolve the Issue, Connect the Customer to a Person

Question:

If you had tried several times to resolve an issue with an AI assistant and the issue was still not resolved, what would you most want to happen next? Select one.



Key Insight

After repeated AI failure, consumers overwhelmingly want the experience to move to human expertise.

A combined 82% want a human option, and most prefer automatic escalation, with the conversation and information they already provided carried forward.

The expectation is clear: AI should know when to stop trying and start connecting.

What This Reveals

Consumers are not rejecting AI when they ask for a person after unsuccessful attempts. They are rejecting repeated failure.

Once automation has stopped creating value, continuing to optimize for containment only adds effort. The intelligent response is to recognize that the journey now requires a different resource.

And the handoff must preserve the work already done. The customer should experience continuation, not restart.

Implications for the Enterprise

Opportunity:

- Use AI where it resolves effectively, while making human escalation an intelligent and seamless part of the same journey.

Risk:

- AI designed primarily around containment can trap customers in repetitive loops and increase frustration precisely when the system should be reducing it.

Action:

- Define clear escalation signals based on failed attempts, unresolved intent, complexity, confidence, and customer preference, and transfer the full context when escalation occurs.

Why You Need Avaya Infinity

Avaya Infinity helps enterprises orchestrate AI and human expertise as part of one connected resolution journey.

- **Intelligent Escalation**
Recognize when AI is no longer the best path and transition to the appropriate human resource.
- **Full Context Transfer**
Carry forward the customer’s inputs, prior AI interactions, attempted resolutions, and unresolved needs so the customer does not have to repeat the journey.
- **Prepared Human Expertise**
Give the receiving employee the context and summary needed to begin closer to resolution rather than starting discovery again.

Experience Shift at a Glance

From		To
AI containment at all costs		Resolution by the best resource
Repeated automated attempts		Intelligent escalation
Transfer without context		Context-rich handoff
Customer repeats the issue		Agent begins informed

Takeaway for the C-Suite

Don't judge AI by how long it can keep a customer in automation. Judge it by how effectively it helps the customer reach resolution.

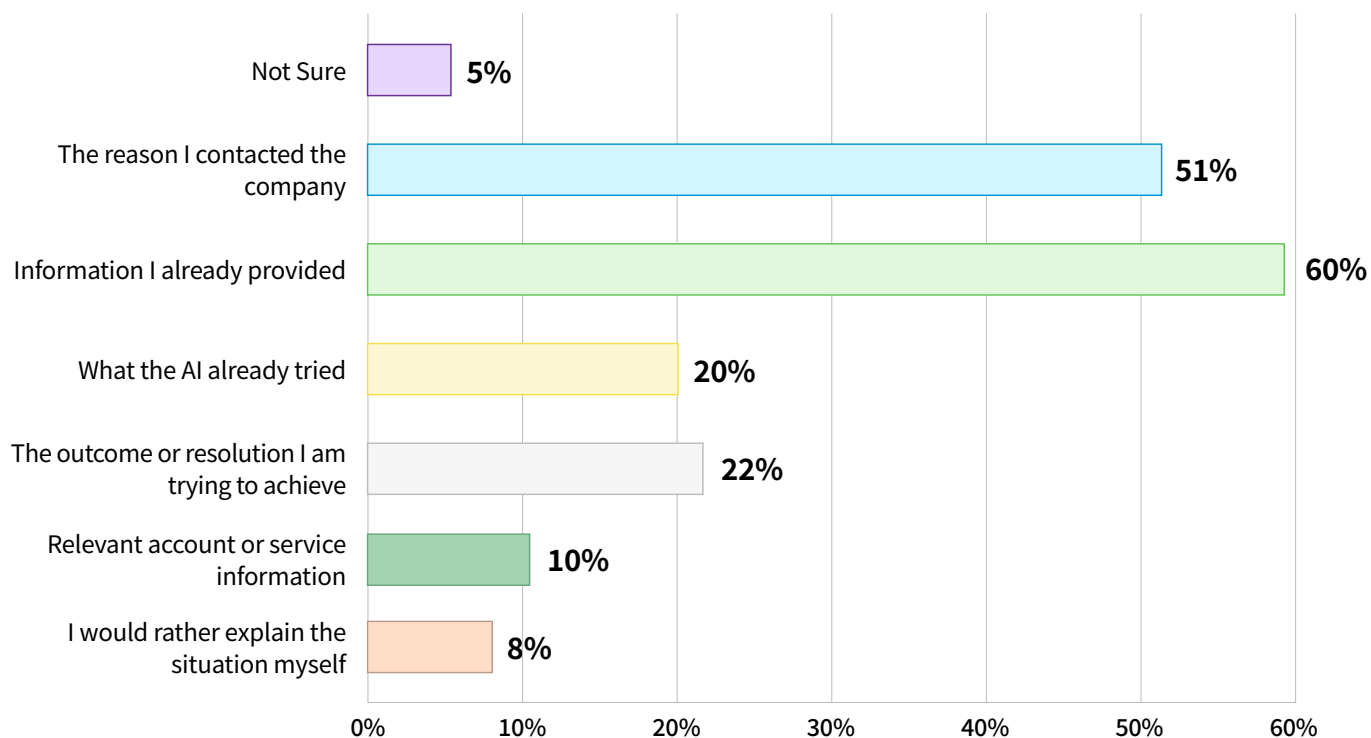
The strongest AI experience knows when to resolve, when to continue, and when to hand the journey to human expertise without losing context. Avaya Infinity supports that outcome-driven model by orchestrating AI and human resources as one connected experience, enabling automation to resolve where it can and **transition intelligently, with full context, when a person is the better path.**

22: The Context Handoff

Customers Expect the Human Agent to Already Know What Happened

Question:

If an AI assistant connects you to a customer-service representative, which information would be most important for the representative to know already? Select up to two.



Key Insight

Customers expect the human agent to inherit the context already established with AI.

The strongest expectations are practical: the representative should already know **what the customer provided and why they contacted the company**.

The message is clear: a handoff should transfer understanding, not just the customer.

What This Reveals

AI-to-human escalation is not simply a routing event. It is a **context-transfer event**.

If the customer must repeat information, restate their intent, or retrace steps the AI already attempted, much of the value created before escalation disappears.

A successful handoff should let human expertise begin **where AI stopped**, with enough context to continue toward resolution rather than restart discovery.

Implications for the Enterprise

Opportunity:

- Turn AI-to-human escalation into a demonstration of continuity by giving the receiving employee an immediate understanding of the customer’s situation.

Risk:

- A handoff without context can erase the benefits of the AI interaction and create one of the most visible forms of customer frustration: repetition.

Action:

- Transfer customer-provided information, intent, desired outcome, relevant account context, and prior AI attempts in a concise, actionable form.

Why You Need Avaya Infinity

Avaya Infinity can preserve and orchestrate customer context across AI and human interactions so employees can start informed rather than from zero.

- **Shared Customer Context**
Carry forward the information already gathered so customers do not have to repeat what they have already provided.
- **Intent + Outcome Preservation**
Ensure the receiving employee understands both why the customer contacted the company and what they are trying to accomplish.
- **Actionable Summarization**
Turn prior AI interaction history into a concise summary of the issue, information gathered, steps already attempted, and what remains unresolved.

Experience Shift at a Glance

From	To
Transfer the customer	Transfer the context
Customer repeats information	Agent already knows what was provided
AI history trapped in the bot	Shared AI + human context
Handoff as restart	Handoff as continuation

Takeaway for the C-Suite

A seamless handoff is not defined by how quickly the customer reaches a person. It is defined by how much understanding reaches the person with them.

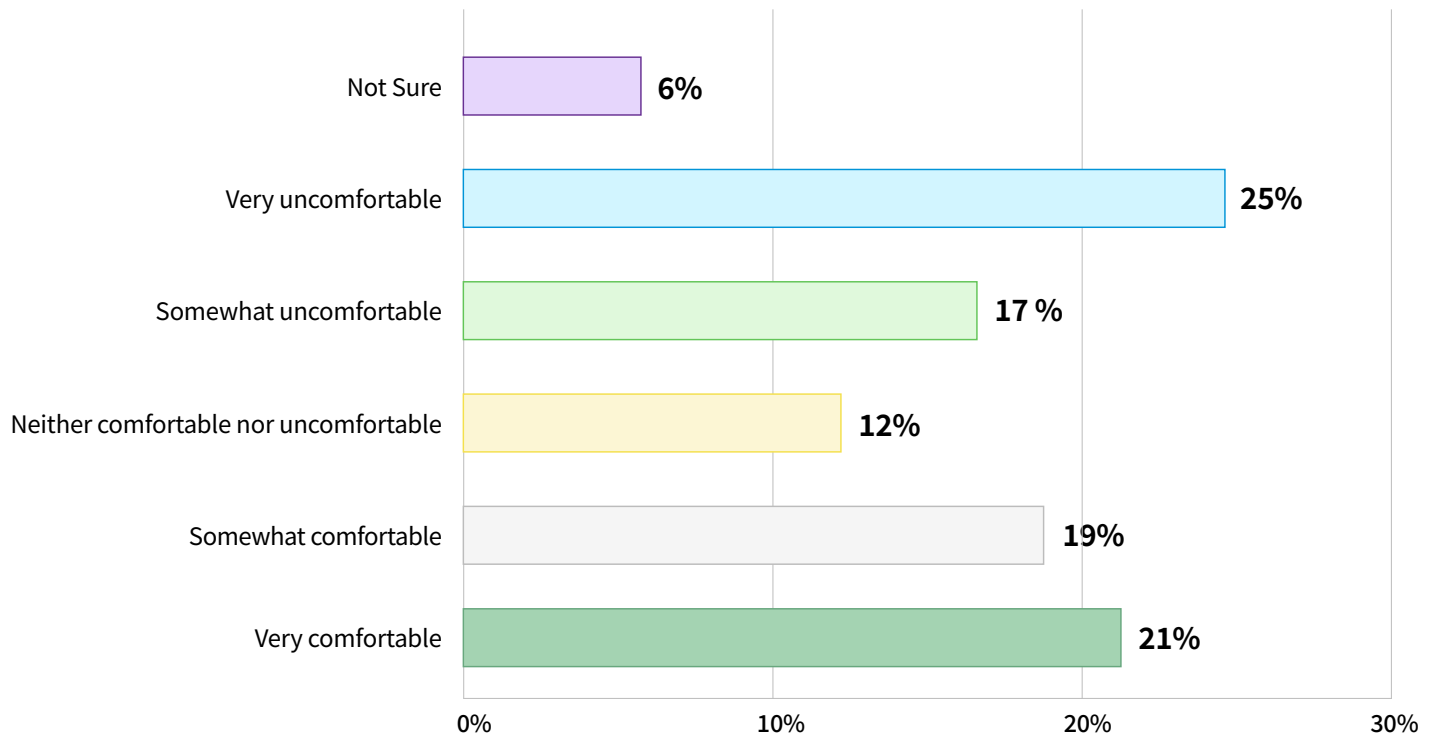
Avaya Infinity supports that connected model by preserving and orchestrating context across AI and human interactions, helping employees begin informed, avoid repetition, and move the customer directly toward resolution.

23: The Agent-to-Agent Frontier

Consumers Are Beginning to Imagine AI Representing Them

Question:

Imagine your personal AI assistant could contact a company's AI on your behalf, using only account information you had authorized and taking only actions you had approved in advance. How comfortable or uncomfortable would you be with that?



Key Insight

Consumer readiness for AI-to-AI customer service is already meaningful, but trust remains divided.

About 40% are comfortable with a personal AI assistant interacting directly with a company's AI under authorized, pre-approved conditions, while 42% are uncomfortable.

The implication is clear: AI representation is emerging, but it is not yet a universal expectation.

What This Reveals

The customer may not always initiate the interaction.

Personal AI assistants could increasingly handle routine company interactions on a customer's behalf, but the guardrails matter. Consumers are being asked to consider **delegated representation within customer-defined boundaries, not unrestricted machine access.**

The opportunity is therefore to prepare for AI-mediated journeys while preserving customer choice, permission, and trust.

Implications for the Enterprise

Opportunity:

- Prepare for customers who increasingly delegate routine company interactions to personal AI assistants.

Risk:

- Treating AI-to-AI interaction as unrestricted access can create significant identity, permission, governance, and trust concerns

Action:

- Design for authorized digital representation with clear identity, permissions, action limits, context exchange, auditability, and escalation.

Why You Need Avaya Infinity

Avaya Infinity can help enterprises extend customer journeys to new intelligent participants while maintaining the governance needed to keep those journeys trusted.

- **Verified Authorization**
Confirm that an AI agent is legitimately acting for a specific customer and within the authority that customer has granted.
- **Permission-Aware Orchestration**
Apply customer permissions, action limits, approvals, and enterprise policies before allowing AI agents to complete tasks.
- **Architecture for AI Agents**
Support customer intent, context, authorization, and outcomes across human, enterprise AI, and personal AI interactions without creating a new service silo.

Experience Shift at a Glance

From	To
Customer contacts company	Authorized AI can represent the customer
Human-only entry points	Human + AI entry points
One-time authentication	Delegated authorization
CX designed for today’s interfaces	CX architecture ready for emerging agents

Takeaway for the C-Suite

The next customer journey may sometimes begin with the customer’s AI.

Enterprises do not need to assume universal adoption. Still, they do need to be ready for a world in which authorized intelligent agents become another entry point into the customer experience.

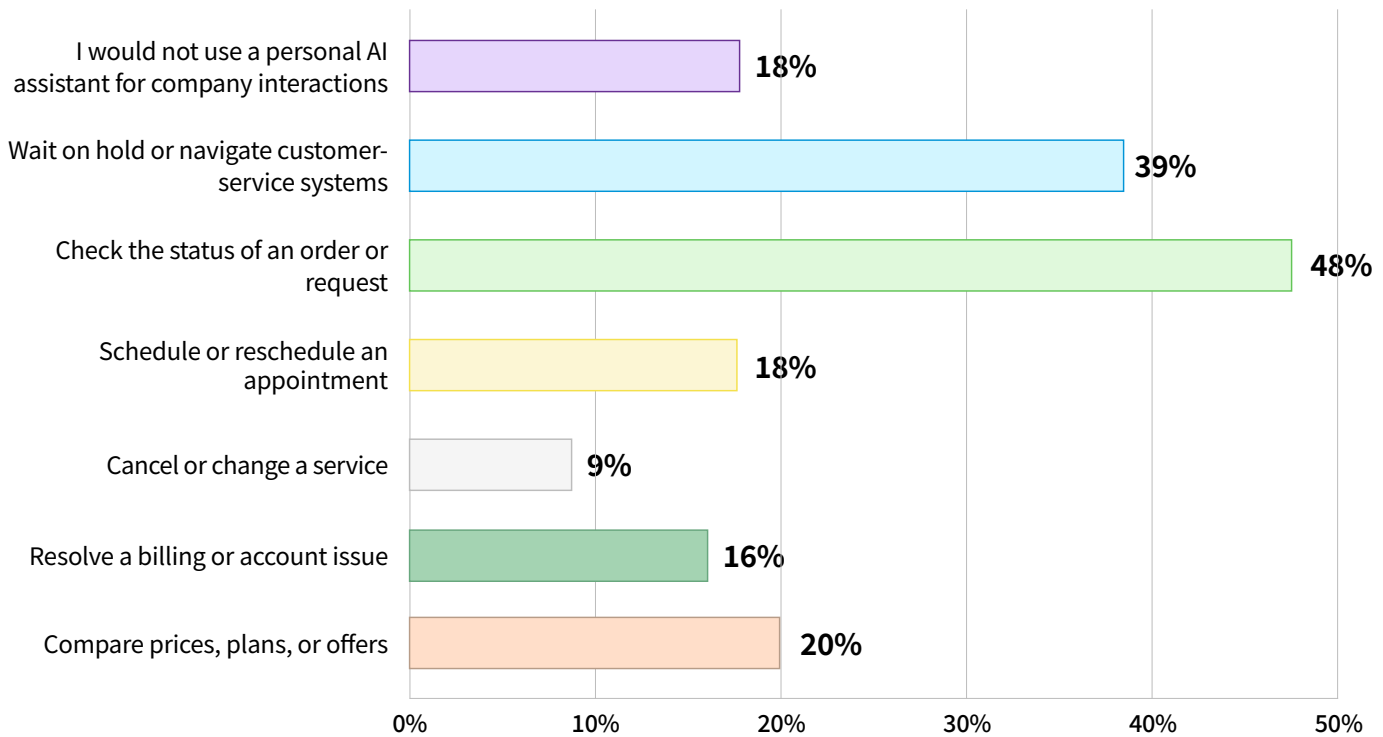
Avaya Infinity’s emphasis on open, intelligent orchestration can help connect **customers, personal AI agents, enterprise AI, workflows, and human expertise within governed journeys where identity, permission, and trust remain central.**

24: The Delegation Sweet Spot

Consumers Want Personal AI to Handle the Hassle

Question:

Which of the following would you be most likely to ask a personal AI assistant to handle with a company for you? Select up to two.



Key Insight

Consumers are most interested in delegating parts of customer service that take time and effort but require little judgment.

Nearly half would use a personal AI assistant to check the status of an order or request, while 39% would let it wait on hold or navigate customer-service systems.

The opportunity is clear: personal AI may create value first by giving customers their time back.

What This Reveals

The first wave of personal AI adoption may be driven less by a desire for autonomous decision-making and more by a simple request:

Do the tedious part for me.

Consumers are most willing to delegate when the task is well-defined, the stakes are limited, and the boundaries are clear. As judgment, financial consequence, or commitment increases, willingness to delegate declines.

Personal AI adoption is therefore likely to expand **task by task**, beginning with low-risk, high-friction work.

Implications for the Enterprise

Opportunity:

- Remove customer effort by making routine, high-friction service tasks accessible to authorized personal AI assistants.

Risk:

- Customer journeys designed only for direct human interaction may become increasingly cumbersome as consumers begin delegating administrative work to AI.

Action:

- Prepare service architecture for delegated interaction with secure identity, authorization, machine-accessible workflows, persistent context, clear limits, and seamless escalation.

Why You Need Avaya Infinity

Avaya Infinity can help enterprises support personal AI as a new participant in the customer journey without creating another disconnected service silo.

- **AI-Friendly Journeys**
Make routine information and service workflows accessible so authorized AI agents can retrieve information and complete permitted tasks efficiently.
- **Delegated Authorization**
Verify that the personal AI is acting for the customer and understand exactly what permissions and limits it has.
- **Connected Escalation**
Preserve intent, context, and authorization when the journey returns to the customer, enterprise AI, or human expertise.

Experience Shift at a Glance

From		To
Customer checks status		Personal AI checks status
Customer waits on hold		AI manages the wait
Customer navigates service systems		AI navigates on the customer’s behalf
Customer performs every step		Customer participates where needed

Takeaway for the C-Suite

The next measure of customer effort may be how much of that effort the customer can delegate altogether.

Personal AI does not need to make major decisions to transform CX. Its first major value may simply be removing the waiting, navigating, checking, and administrative work customers would rather not do themselves.

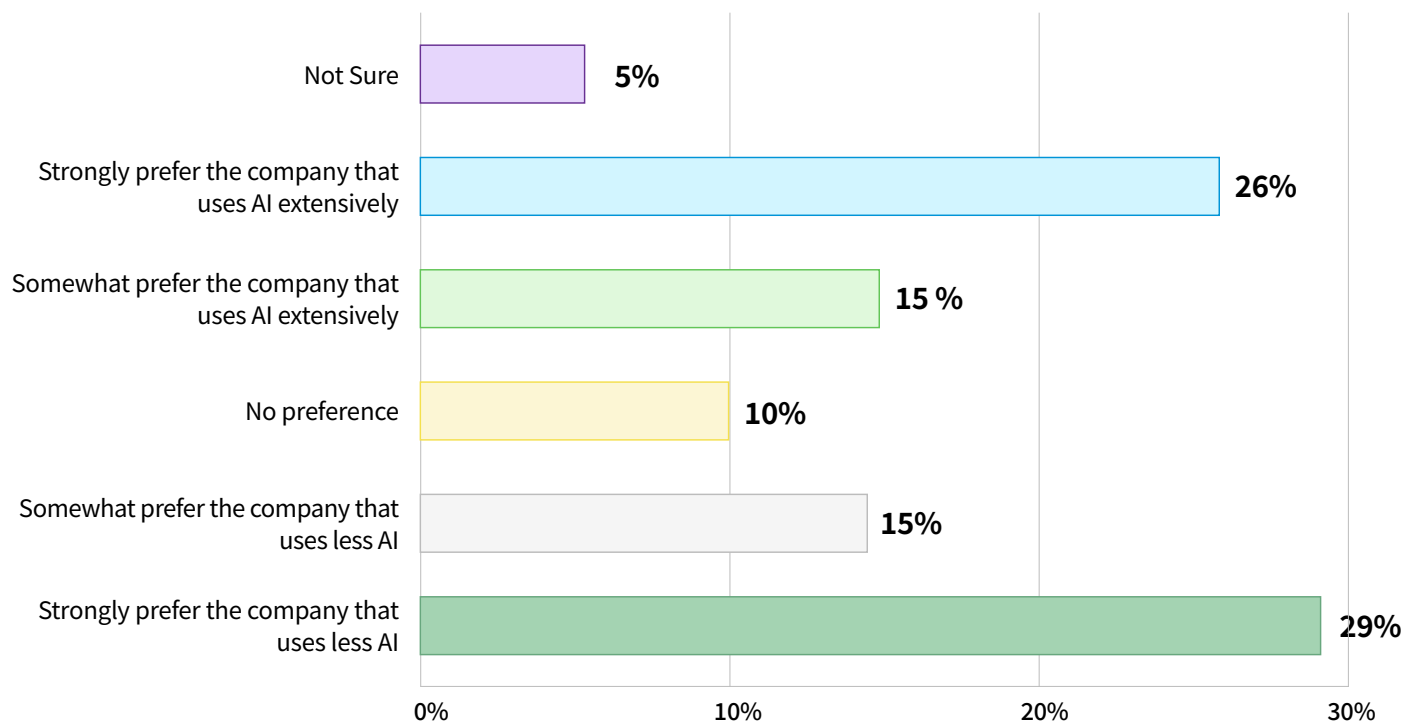
Avaya Infinity can support that emerging model by connecting **customers, personal AI, enterprise AI, workflows, and human expertise**, moving routine effort away from the customer while keeping control where it belongs.

25: The AI Preference Divide

Customers Care More About the Experience Than the Technology Behind It

Question:

Imagine two companies offer similar products, prices, and overall customer-service quality. One uses AI extensively to automate customer service, while the other relies more heavily on traditional self-service tools and human representatives. Which would you prefer?



Key Insight

Consumers are almost evenly divided between companies that use AI extensively and those that rely more heavily on traditional self-service and human representatives.

41% prefer the company that uses more AI, while 43% prefer the company that uses less.

The message is clear: no universal mandate exists for either an AI-first or human-first service model.

What This Reveals

AI itself is not yet a universally positive or negative differentiator.

Different customers prefer different service models, and even the same customer may want more or less automation depending on the situation.

The real competitive question, then, is not “How much AI do we use?” It is “Are we using the right combination of AI, self-service, and human expertise for this customer and this moment?”

Implications for the Enterprise

Opportunity:

- Differentiate through intelligent choice, allowing the service experience to adapt to customer preference and need.

Risk:

- An AI-first strategy can alienate customers who prefer human assistance, while a human-only model can miss opportunities to deliver greater speed and convenience.

Action:

- Build adaptive customer journeys that use preference, intent, context, complexity, and risk to determine the right balance of AI, self-service, and human expertise.

Why You Need Avaya Infinity

Avaya Infinity can help enterprises orchestrate AI, digital self-service, and human expertise without forcing every customer into the same service model.

- **AI Where It Adds Value**
Use automation where it can improve speed, convenience, and resolution without unnecessary human involvement.
- **Human Expertise Where It Matters**
Keep knowledgeable human assistance accessible when the customer prefers it or the interaction calls for greater judgment or care.
- **Preference-Aware Orchestration**
Adapt the journey dynamically based on customer intent, context, preference, and the nature of the interaction.

Experience Shift at a Glance

From		To
AI-first or human-first		Customer-first
One service model for everyone		Preference-aware journeys
Maximum automation		Appropriate automation
Technology determines the journey		Customer need determines the journey

Takeaway for the C-Suite

The winning strategy is not to choose AI over humans or humans over AI. It is to give customers the right experience for the moment. Customers are divided on how much AI they prefer, which makes flexibility more important than commitment to any single service philosophy. Avaya Infinity supports that adaptive model by orchestrating **AI, automation, self-service, and human expertise around customer preference and intent**, allowing enterprises to increase intelligence without forcing every customer down the same path.

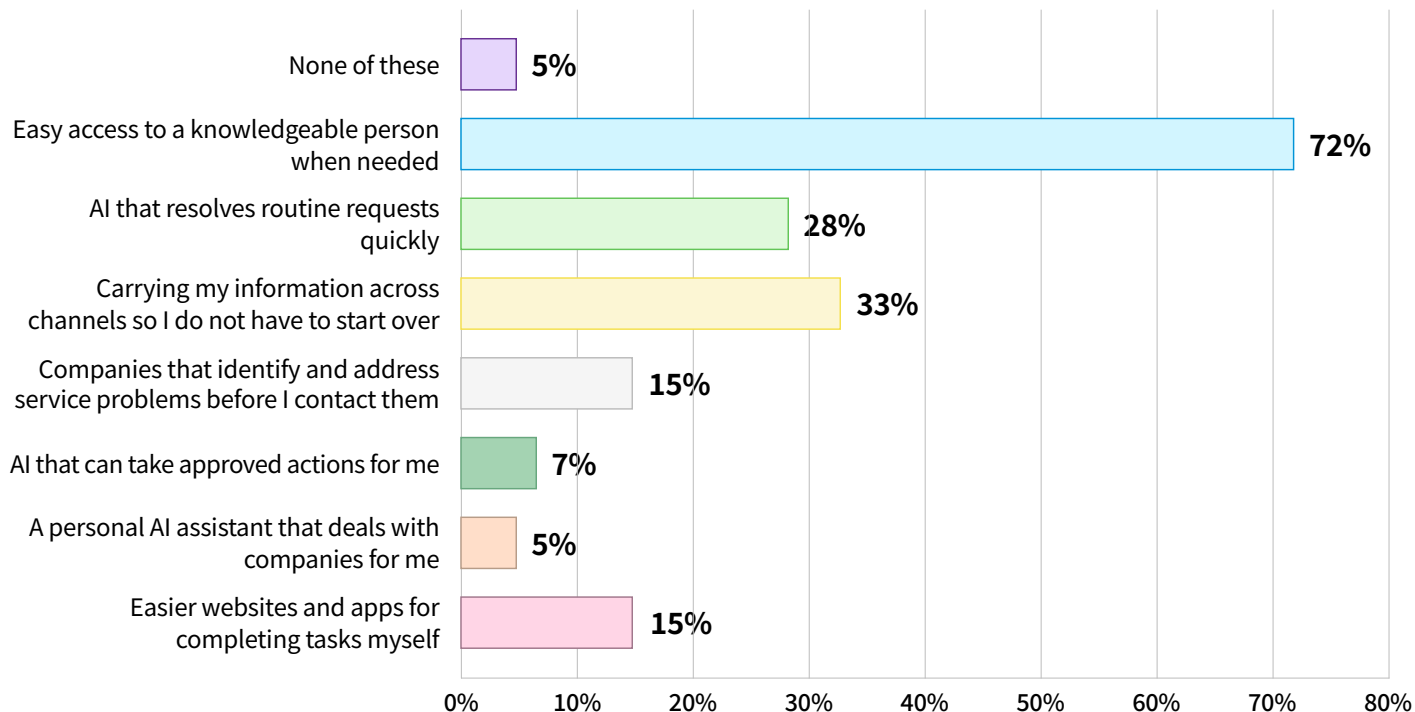
“Not AI-first. Not human-first. Customer-first.”

26: The Customer Service Blueprint

Human Expertise Leads, but the Winning Experience Is Connected

Question:

Thinking about everything covered in this survey, which of the following would most improve customer service for you?
Select up to two.



Key Insight

Consumers end the survey with a remarkably practical blueprint for better customer service.

72% prioritize easy access to a knowledgeable person, 33% want their information to follow them across channels, and 28% want AI that can resolve routine requests quickly.

The message is not human versus AI. It is **knowledgeable expertise, connected context, and effective automation working together.**

What This Reveals

Consumers are not asking companies to automate everything. They are asking companies to make customer service work better.

Human expertise remains the anchor, but technology has a clear role when it reduces effort, preserves context, resolves routine needs, and helps customers reach the right resource faster.

These are not competing service models. They are components of **one connected experience architecture built around the customer's outcome.**

Implications for the Enterprise

Opportunity:

- Build customer service around the combination consumers value most: knowledgeable people, connected context, and effective AI.

Risk:

- Strategies centered on a single technology or channel can miss the broader expectation. More AI alone, more self-service alone, or more agents alone will not solve fragmented journeys.

Action:

- Bring human expertise, AI, persistent context, proactive intelligence, self-service, and workflows together around the customer’s desired outcome.

Why You Need Avaya Infinity

Avaya Infinity can help enterprises bring the capabilities consumers value into one orchestrated customer experience.

- **Knowledgeable Expertise**
Connect customers with people who are prepared to help, supported by context, knowledge, AI assistance, and intelligent routing.
- **Connected Context**
Preserve customer information and interaction history as journeys move across channels, AI, workflows, and human employees.
- **Intelligent Resolution**
Use AI and automation to resolve issues efficiently, while seamlessly orchestrating human expertise when the situation requires it.

Experience Shift at a Glance

From	To
Human or AI	Human + AI
Access to an agent	Access to knowledgeable expertise
Disconnected service technologies	One orchestrated experience
Technology-centered CX	Outcome-centered CX

Takeaway for the C-Suite

Customers are not choosing between a human future and an AI future. They are defining a connected one.

They value technology most when it makes customer service **more capable, more continuous, and less effortful**, while keeping knowledgeable human expertise available when it matters.

Avaya Infinity supports that vision by orchestrating **human expertise, AI-powered resolution, persistent context, self-service, and proactive intelligence as one connected experience built around the outcome the customer is trying to achieve.**

Conclusion

From Insight to Action: The Customer-First Enterprise

Across this research, consumers delivered a remarkably consistent message:

Make customer service easier. Make it connected. Make AI useful. And keep the customer in control.

The technologies may be changing rapidly, but the outcome customers want is surprisingly straightforward. They want their problem solved with as little effort as possible.

That means enterprises must rethink customer experience around several fundamental expectations.

Resolution must replace interaction as the goal.

Customers do not measure success by how quickly a contact was handled or how efficiently a channel operated. They experience the entire journey. Every unnecessary wait, transfer, repetition, failed automation, and restart adds effort between the customer and the outcome they wanted in the first place.

Context must travel with the customer.

Whether the journey moves between channels, devices, AI, workflows, departments, or human employees, customers increasingly expect the understanding already established to move with them. A new touchpoint should not mean a new conversation.

AI authority must expand with permission.

Consumers are ready for AI to move beyond answering questions and begin completing meaningful work. But their willingness increases when actions are bound, permissions are clear, consequences are understood, important decisions remain controllable, and mistakes can be reversed.

Human expertise remains essential.

Consumers are not asking enterprises to choose between humans and AI. They want automation where it removes effort and knowledgeable human assistance where judgment, complexity, or customer preference calls for it. The final survey question makes that blueprint explicit: human expertise leads, but the winning experience is connected.

Why Avaya Infinity Is the Strategic Answer

Avaya Infinity is built for precisely this kind of customer experience.

It enables enterprises to bring together:

Intelligent orchestration that organizes the journey around customer intent and outcome rather than organizational silos.

Persistent context that allows conversations and understanding to continue across channels, systems, AI, workflows, and people.

AI-powered resolution that can answer, anticipate, prepare, and take approved action while operating within customer permissions and enterprise guardrails.

Knowledgeable human expertise that is available when needed and arrives equipped with the context and intelligence already established.

Proactive intelligence that recognizes meaningful signals and allows the enterprise to act before the customer has to ask.

Governance and control that make increasingly capable AI transparent, permission-aware, recoverable, and accountable.

The opportunity is not to build the most automated customer experience.

It is to build the **most intelligently orchestrated** one.

The companies that lead the next era of CX will know when AI should answer, when it should anticipate, when it should act, when it should ask permission, and when it should bring in a knowledgeable person, all while preserving the customer's context and momentum.

Consumers have defined the destination.

**Not AI-first.
Not human-first.
Customer-first.**

Avaya Infinity provides the orchestration needed to get there, connecting AI, human expertise, context, workflows, and intelligence around one thing that has mattered to customers all along:

Getting the right outcome, with less effort.

About the Survey Methodology

Quantitative Methodology

Sample: Up to N=577 qualified respondents

Geography: U.S. residents from the 50 states and the District of Columbia

Age: 18 years and older

Sample design: Balanced across key demographic characteristics, including age, gender, and region

Fielded: September 2026

Note on respondent base: 577 respondents answered questions 1-3. 558 respondents answered questions 4-26. Percentages reported throughout the study are based on the respondents who answered each respective question.

Methodology

The research used an online consumer research panel and a structured 26-question survey to explore consumer expectations for customer service, AI, automation, human assistance, continuity, and control.

The final study included 558 qualified U.S. respondents aged 18 and older. Demographic targeting and sampling controls created a broad cross-section of U.S. consumers across age, gender, and geographic region.

Respondents were asked about their recent customer-service experiences as well as their preferences and expectations for emerging forms of AI-powered customer engagement. Questions covered resolution, customer effort, channel continuity, proactive service, AI memory, AI-powered actions, customer permissions, safeguards, transparency, human escalation, and the emerging role of personal AI assistants.

The research was designed to identify meaningful patterns in consumer attitudes and preferences and to provide directional insight into how customer expectations are evolving as AI becomes more deeply integrated into customer experience.

About Avaya

Avaya is a global enterprise software leader that helps the world's largest organizations and government agencies forge unbreakable customer connections. The Avaya Infinity® platform is built to unify fragmented experiences, equipping enterprises to evolve their contact centers into connection centers and strengthen relationships that create business value. Learn more at www.avaya.com.

