



# Reimagining Service Experience

Strategic Insights from the Tour of the State of CX in Malaysia

March 2026





# THE NEW SERVICE MANDATE

Customer experience in Malaysia continues to evolve as organisations respond to shifting customer expectations, digital disruption, and new competitive pressures. Insights from **The State of CX in Malaysia 2025** report highlight the fundamental shifts shaping how experience is designed and delivered today.

## Experience = Differentiation

Price and product parity have flattened competitive edges. CX is now the single most sustainable advantage.

## AI = Enabler (Not replacement)

Intelligent automation amplifies human capability; it cannot replace emotional resonance.

## Trust = Currency

In a world of algorithmic decisions and data sharing, customers reward transparency and integrity.

## Purpose = Growth

Consumers align with brands that stand for something; sustainability, inclusion, or social progress.

[Source: The State of CX in Malaysia 2025]

## Framing the Discussion

- Building on these insights, CX and service leaders across industries were brought together to explore how service must evolve in an AI-driven environment
- The discussion focused on a shared challenge: how organisations can deliver faster, higher-quality service while reducing cost to serve, without compromising trust

## Why This Document

- This strategic insight document captures the key ideas and perspectives from that discussion, outlining how Malaysian enterprises can redesign service for an AI-first environment, balancing automation with human judgement to deliver speed, efficiency, and trust at scale

# DESIGNING AI-First Service: Three Principles

Organisations that succeed with AI in service do not start with technology. They redesign how service is structured, delivered, and resolved.

## Start with Customer Intent, Not Technology



AI is only as effective as the data and journeys behind it. Organisations must first understand why customers reach out, where friction exists, and which interactions drive the highest volume. Clean, structured data and clear visibility of customer intent create the foundation for meaningful automation.

## Automate with Clear Boundaries



Not all service interactions should be automated. High-volume, predictable queries can be handled efficiently by AI, whilst complex, sensitive, or emotionally charged interactions require human judgement. Clear boundaries and seamless escalation paths are essential to maintain trust.

## Redesign Service to Reduce Cost Structurally



Sustainable cost reduction comes from changing how service is delivered, not simply reducing effort. This includes shifting demand towards self-service, increasing adoption of digital and messaging channels, and reducing reliance on voice-based interactions.



# THE OPERATING MODEL BEHIND GREAT SERVICE

**Delivering AI-first service requires more than automation. It demands a shift in how organisations operate, measure performance, and manage trust at scale.**

## People:

### From Agents to AI-Enabled Problem Solvers

As routine interactions are automated, frontline roles evolve towards handling complex, high-value cases. Organisations must invest in upskilling, embed human-in-the-loop oversight, and position AI as a tool that enhances employee effectiveness rather than replaces it.

## Metrics:

### Measuring What Matters in an AI-Led Environment

Traditional metrics remain relevant but are no longer sufficient on their own. Alongside FCR, CSAT, and NPS, organisations should track AI containment rate, meaning interactions resolved without human escalation, and AI CSAT, reflecting satisfaction with AI-led interactions, while linking performance to cost-to-serve and customer loyalty.

## Trust & Governance:

### Managing Risk at Scale

AI introduces new risks that must be actively governed. Over-automation, inaccurate responses, and lack of emotional context can quickly erode customer trust. Strong governance frameworks, clear escalation design, and continuous monitoring are essential to ensure service remains reliable, compliant, and human where it matters most.

# FROM INSIGHT TO ACTION: BUILDING THE FUTURE OF SERVICE

## What Good Looks Like

- Leading organizations are moving towards service models that deliver seamless, end-to-end resolution across channels, combining speed, accuracy, and human understanding. Service becomes proactive, responsive, and consistent, regardless of how customers choose to engage.

## The Service Architecture

- **Delivering this requires a clear set of building blocks working together:**

- **Data & Knowledge Foundation**
  - Reliable, structured data and a well-governed knowledge base that powers both AI and human interactions
- **AI-Enabled Service Journeys**
  - Automation of high-volume, low-complexity interactions with clear orchestration across channels
- **Human Expertise Layer**
  - Skilled teams focused on complex, sensitive, and high-value customer interactions
- **Governance & Continuous Improvement**
  - Ongoing monitoring, strong controls, and regular refinement to ensure accuracy, compliance, and performance

## What Leaders Should Do Now

Organisations should focus on a small number of high-impact actions:

- Strengthen data and knowledge foundations before scaling AI
- Pilot AI in selected high-volume service journeys
- Redesign service playbooks to integrate AI and human workflows
- Align performance metrics to both customer experience and cost outcomes
- Invest in workforce readiness to support long-term transformation

# THANKS TO OUR EXPERT CONTRIBUTORS

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Strategic Insight Series

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