CASE STUDY · CUSTOMER EXPERIENCE & AI

# Rebuilding customer service for ~2M customers, from contact center to AI agent

Public Storage (S&P 500 REIT) · 2023–2025 · Transformation and Integration Lead, via M360 Strategy

## THE GOAL

Modernize customer service for about 2 million customers, with one shared source of answers for self-service and live agents, and a staffing model that flexes with seasonal demand.

| 90% | −38% | −35% | 71→89% |
|---|---|---|---|
| of interactions digital | cost per interaction | handle time | positive sentiment |

## WHAT I DID

- Led strategy, planning and delivery of a phased rebuild, with the VP of Customer Care as sponsor: a cloud contact center first, then one shared knowledge base, workforce and quality tools, then AI.
- Brought 9 tools onto one platform and redesigned call flows and customer journeys.
- Moved to an outsourced staffing model that scales with demand.
- Led the AI agent program from business case and vendor negotiation through rollout, launch and tuning, scaling it from 1% to 100% of calls.

## THE AI AGENT

| | |
|---|---|
| **Resolves on its own**<br>62% / 70% | 62% of calls and 70% of chats handled without a person. |
| **Satisfaction**<br>94% | Chat customer satisfaction with the AI agent. |
| **Cost**<br>−34% | AI-handled contacts cost 34% less than agent-handled ones. |
| **Hand-offs**<br>97% | Transfers from the AI agent to a person that succeed. |


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