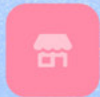salesforce
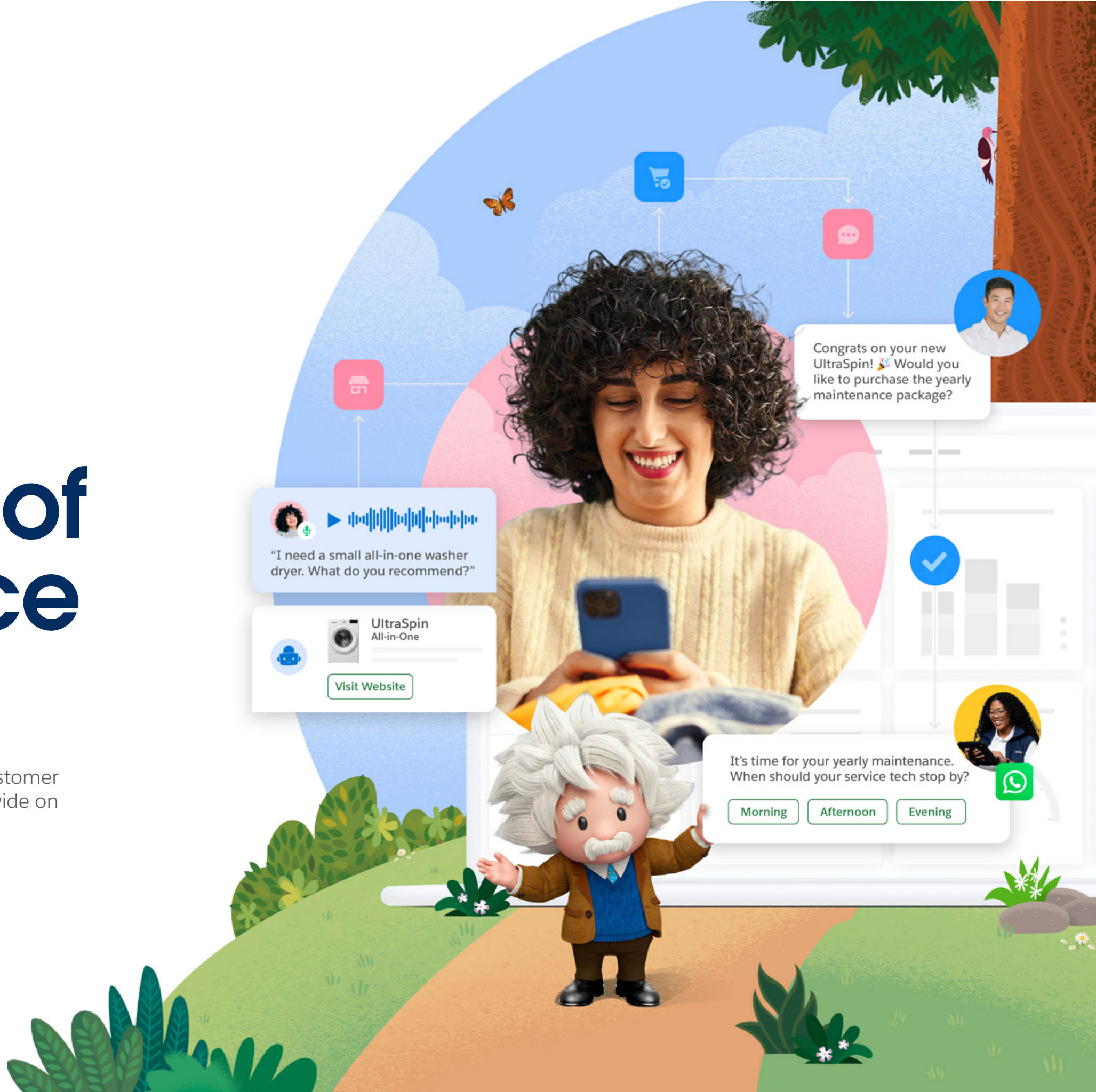
SIXTH EDITION

State of Service

Insights from over 5,500 customer service professionals worldwide on support in the AI era.
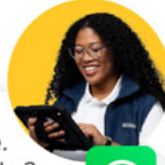
Executive Letter
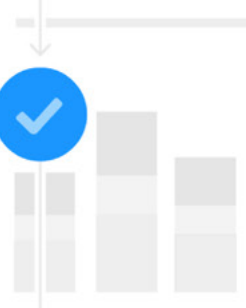
Service is in a state of flux – and full of opportunity. Today's customers demand fast, consistent, and personalized interactions every time they engage with a company. They're looking for brands that offer exceptional service and protect their data – all while delivering service at scale (driven by technologies like AI).

We're only beginning to understand the possibilities and implications of AI, but one thing is clear: the companies that use it effectively and ethically will come out on top. At Salesforce, we strongly believe that now is the time for businesses to create efficient, innovative, and secure customer experiences with trust as a number-one priority.

In our latest "State of Service" report, we surveyed over 5,500 service professionals worldwide to get the latest answers to today's most pressing questions. Our findings reveal that high-performing organizations are meeting the challenge of customers' rising expectations. And as leaders focus more attention on generating revenue, the pressure is on to invest in technology that directly impacts the bottom line.

Insights from today's service professionals are a valuable guide for turning that vision into a reality. We hope this research will serve as a helpful resource as you navigate what's next in customer service – so you can face the future with confidence.

Kishan Chetan

Kishan Chetan

EVP & GM
Salesforce Service Cloud

What You'll Find in This Report

For the sixth edition of the "State of Service" report, Salesforce surveyed over 5,500 service professionals worldwide to discover:

- How service organizations are adapting to rising customer expectations
- Which metrics and channels are most important to high-performing service leaders
- How artificial intelligence (AI) is reshaping roles and operations

Due to rounding, not all percentage totals in this report sum to 100%. All comparison calculations are made from total numbers (not rounded numbers).

Data in this report is from a double-anonymous survey conducted from December 8, 2023, through January 22, 2024. Respondents represent 30 countries across five continents. All respondents are third-party panelists. For further survey demographics, see page 36.

5,550 service professionals surveyed worldwide

Who We Surveyed

In this report, we refer to the following respondent groups.

Decision Makers
Service vice presidents, directors, and team leaders

Service Operations
Service professionals who oversee operations and equip internal teams with tools, systems, and processes

Agents
Frontline employees who support customers from the employee's home, store, or office

Mobile Workers
Frontline employees who provide support in the field, at the customer's home or business – in-person or virtually

Service Professionals
All survey respondents, inclusive of all groups above

What You'll Find in This Report

Throughout this report, we classify survey respondents across the following tiers of service performance.

Service Performance Levels

49% **High performers** rate their customer satisfaction as excellent

8% **Underperformers** rate their customer satisfaction as fair or poor

Moderate performers rate their customer satisfaction as good **43%**

Contents

Executive Summary

Customer service is in a state of flux. As budgets and staffing levels increase, so have customer expectations, keeping efficiency critical for delivering higher quality of service.

Decision makers are looking to technologies like AI and automation to help their organizations meet these challenges. They hope that these tools will allow them to achieve both the speed and quality of next-generation customer service.

01 **Faster, More Personalized Service Becomes the Norm**

Customers want better, faster service that's tailored just for them. In fact, **82% of agents and 76% of mobile workers say customers ask for more than they used to.** The good news is service organizations are getting better at meeting that demand. **Sixty-nine percent of agents say balancing customer service speed and quality is difficult – down from 76% in 2022.**

02 **Service Organizations Double Down on Revenue Generation**

Amid growing headcounts and budgets, service organizations are under pressure to find new ways to increase revenue and efficiency. **Eighty-five percent of decision makers say service is expected to contribute a larger share of revenue this year.**

03 **Organizations Lean into AI and Automation**

While the widespread adoption of AI may still be in its early stages, benefits are already clear. **Among service professionals at organizations investing in AI, 93% say the technology saves them time on the job.**

1

Faster, More Personalized Service Becomes the Norm
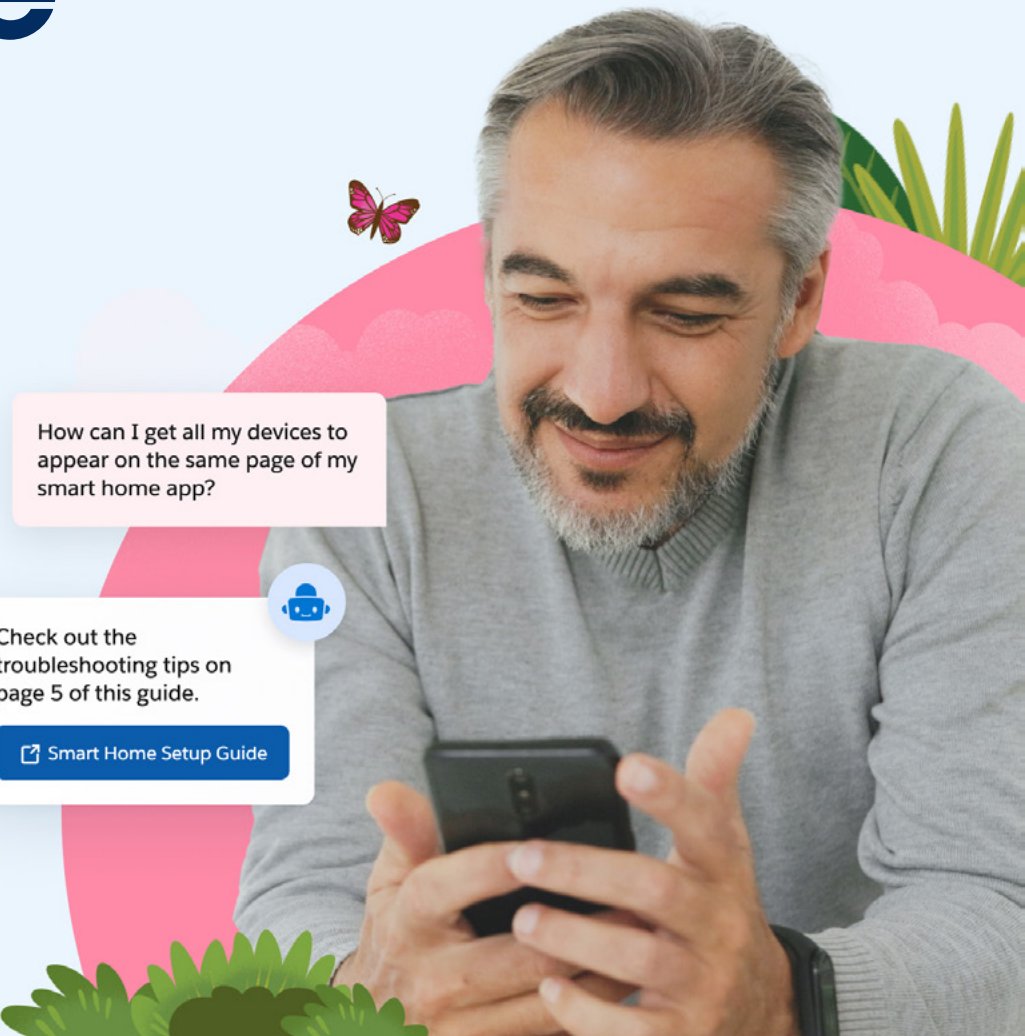
How can I get all my devices to appear on the same page of my smart home app?

Check out the troubleshooting tips on page 5 of this guide.

Smart Home Setup Guide

01 Service Teams Rise to Meet New Challenges

Customers' expectations continue to increase. They want faster, more personalized service and expect companies to adapt. When companies meet these expectations, customers are more likely to purchase again – making quality interactions essential to keep customers coming back.

Service organizations say they're getting better at delivering what customers demand. Compared to 2022, fewer agents struggle to balance speed with quality – and the share of "underperformers" in State of Service surveys dropped from 14% to just 8%.

69% of agents say balancing speed and quality is difficult — down from 76% in 2022.

Service Contends with Speed and Personalization Demands

Customers Who Say the Following*

Good customer service makes me more likely to purchase again	88%
I expect to interact with someone immediately when I contact a company	77%
I expect companies to adapt to my changing needs/preferences	65%
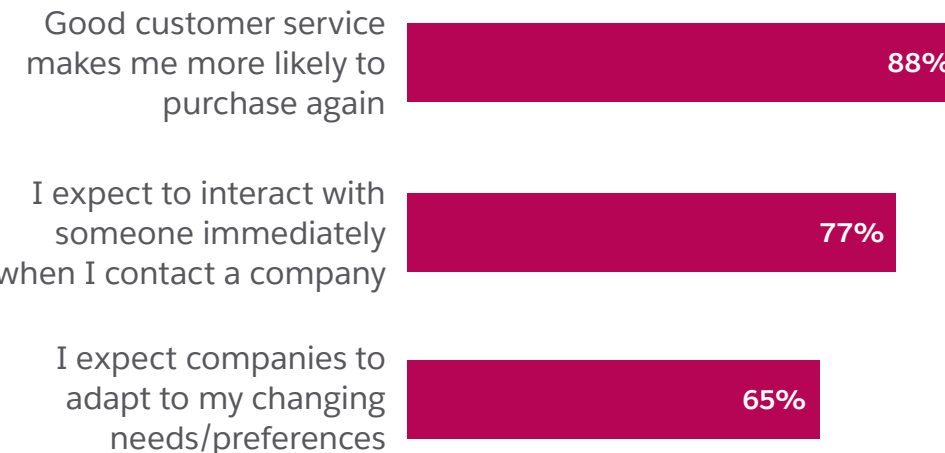
Service Professionals Who Say the Following

	Agents	Mobile workers
Customer expectations are higher than they used to be	86%	74%
Customers ask for more than they used to	82%	76%
Customers expect a personal touch more than they used to	81%	73%
Customers seem more rushed than they used to	78%	72%
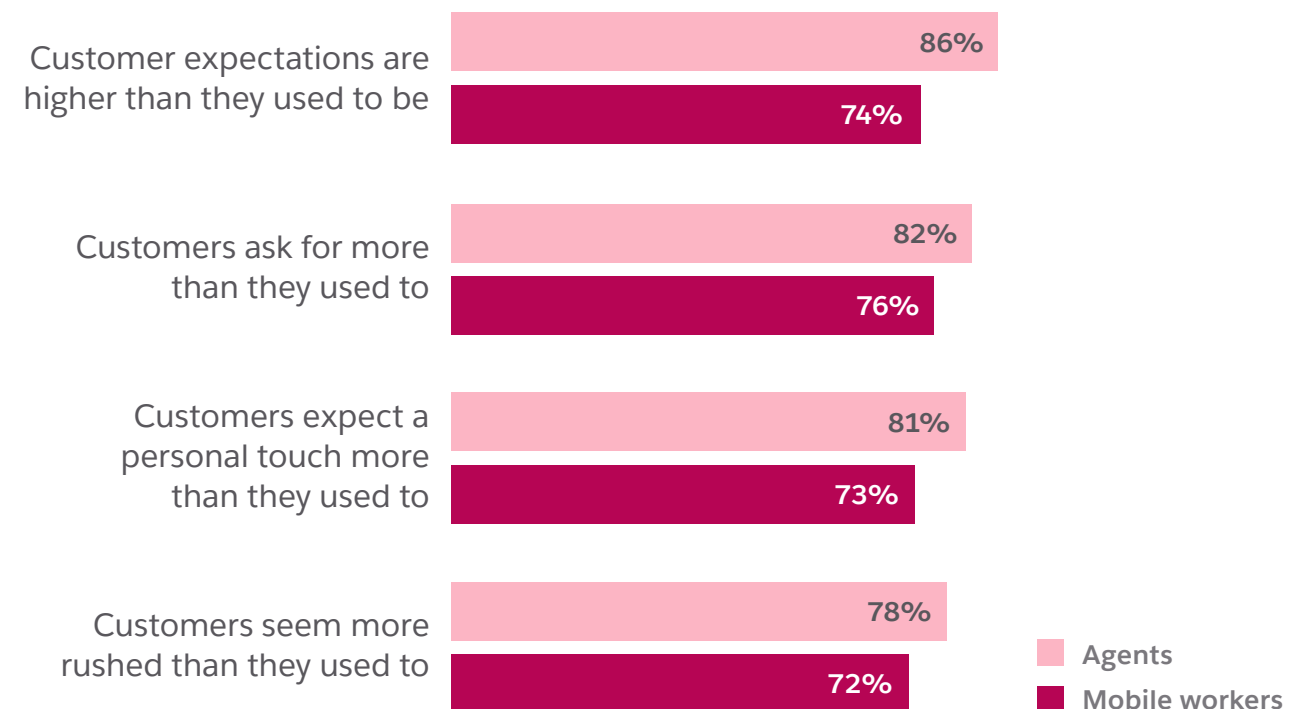
01

Customer Experience Tops Both Priorities and Challenges

From technical to financial to operational concerns, service decision makers balance many competing needs. For example, they may be looking at how to cut costs while upskilling the workforce and optimizing operations for productivity.

Ultimately, the customer is service organizations' primary focus. Decision makers' top priority is improving the customer experience and their biggest challenge is keeping pace with customer expectations.

Customers Are Top-of Mind Amid Many Priorities and Concerns

Top 5 Service Priorities

1. Improve the customer experience
2. Improve service technologies
3. Improve data quality and reliability
4. Optimize operations to reduce costs
5. Improve workforce skills

Base: Decision makers

Top 5 Service Challenges

1. Keeping up with changing customer expectations
2. Pressure to reduce costs to serve
3. Budgetary constraints
4. Ineffective or inefficient processes
5. Insufficient tools and technologies

Base: Decision makers

01

Service Organizations Expand Channel Offerings

Service professionals are taking a closer look at their channel strategies, making sure they meet customers where, when, and how those customers want to engage.

84% of decision makers say they're reevaluating their channel resourcing this year.

High-performing organizations provide service across a broader range of channels than underperformers. This disparity is especially notable in live chat, adopted by nearly nine in 10 high performers – but just 60% of underperformers. There are also substantial performance-based gaps in channels like video support and online community forums.

Video, Chat, and Online Communities Mirror Service Performance

Service Organizations That Use the Following Channels

	Video support	Online communities/ forums	Online chat/live support	Mobile app	Messenger apps	Social media	Knowledge bases	Text/SMS	Customer portal	Online forms	In person	Phone	Email
High performers	84%	82%	87%	84%	84%	87%	83%	86%	86%	85%	86%	91%	91%
Moderate performers	73%	72%	78%	75%	76%	80%	77%	78%	80%	79%	84%	90%	90%
Underperformers	53%	55%	60%	58%	59%	65%	61%	65%	67%	65%	76%	82%	84%
Total	**77%**	**76%**	**81%**	**78%**	**79%**	**82%**	**79%**	**81%**	**82%**	**81%**	**84%**	**90%**	**90%**

■ High performers   ■ Moderate performers   ■ Underperformers

Base: Service professionals

Messenger Apps Take Off

Adoption of messaging apps among service organizations is on the rise worldwide, led by Asian and Latin American organizations.

79% of service organizations use messenger apps — up from 70% in 2020.

Although Facebook Messenger and WhatsApp reign supreme globally, penetration of different apps varies across regions. For example, 59% of service organizations worldwide use Meta's Facebook Messenger, with Instagram a very close second in Latin America.

Facebook Messenger and WhatsApp Lead in Worldwide Usage

Service Organizations That Use the Following Messaging Apps

	Total	North America	Europe, Middle East, and Africa	Asia Pacific	Latin America
Facebook Messenger	59%	51%	58%	62%	64%
WhatsApp	55%	42%	56%	59%	55%
Google Business Messages	54%	52%	56%	53%	51%
Instagram Direct Messenger	46%	35%	43%	49%	61%
Telegram	29%	16%	29%	34%	32%
Apple Business Chat	25%	15%	28%	22%	28%
WeChat	21%	19%	19%	24%	24%
LINE	12%	6%	10%	17%	15%
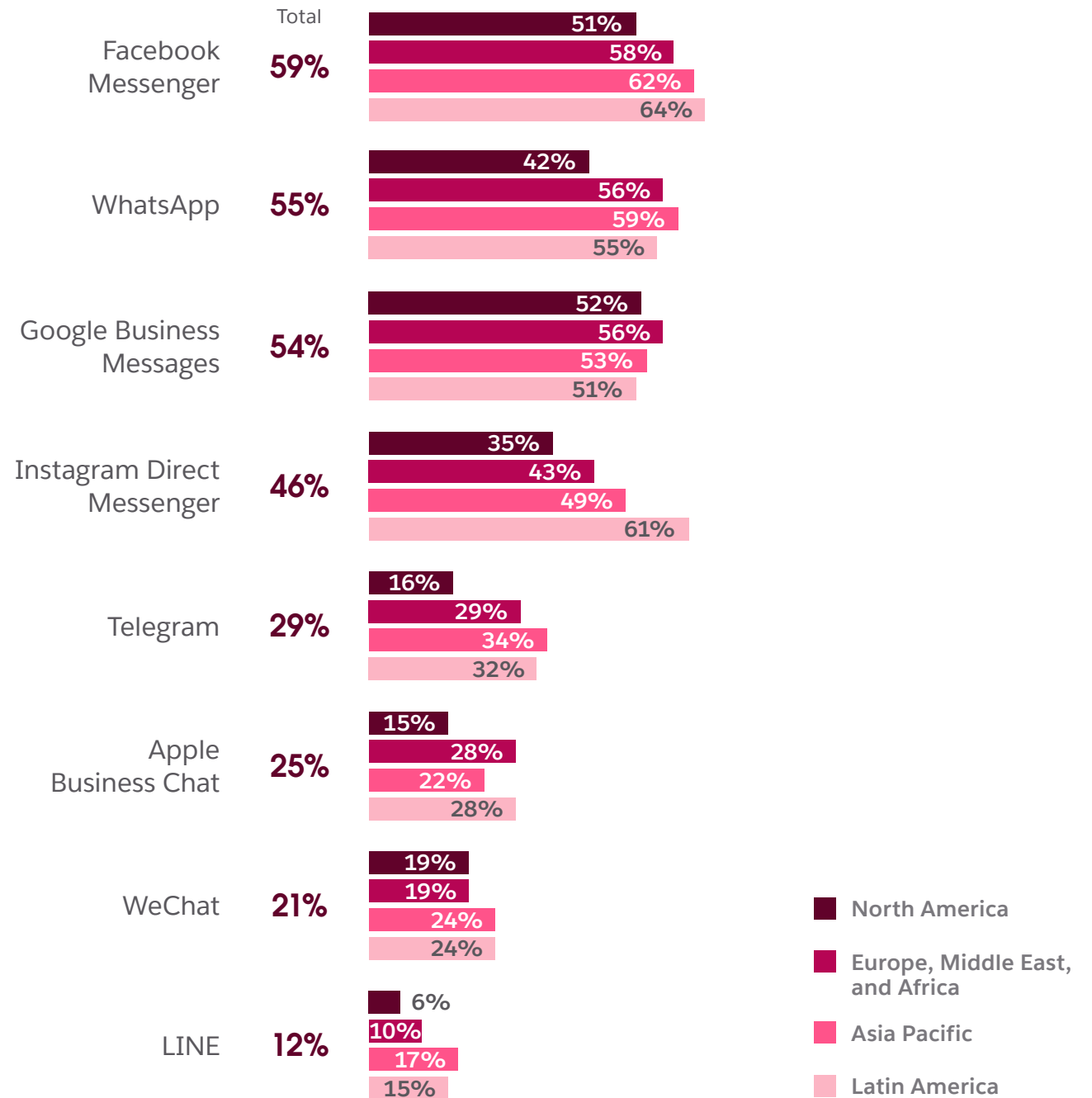
Base: Service professionals

01

Self-Service Is a Win-Win for Customers and Organizations

Empowering customers to solve their own issues with self-service tools can be a win-win for organizations, catering to customer preferences while saving resources.

61% of customers would rather use self-service for simple issues.*

Self-service can take many forms – from knowledge-powered help centers, to customer portals, to AI-powered chatbots. High-performing organizations are much more likely than underperformers to provide such tools. However, there's little room for error: 72% of customers won't reuse a company's chatbot after just one negative experience.*

High Performers Lead in Self-Service

80%
73%
56%

75%
of service organizations provide a self-service solution

81%
68%
49%

73%
of service organizations provide a service chatbot

■ High performers   ■ Moderate performers   ■ Underperformers
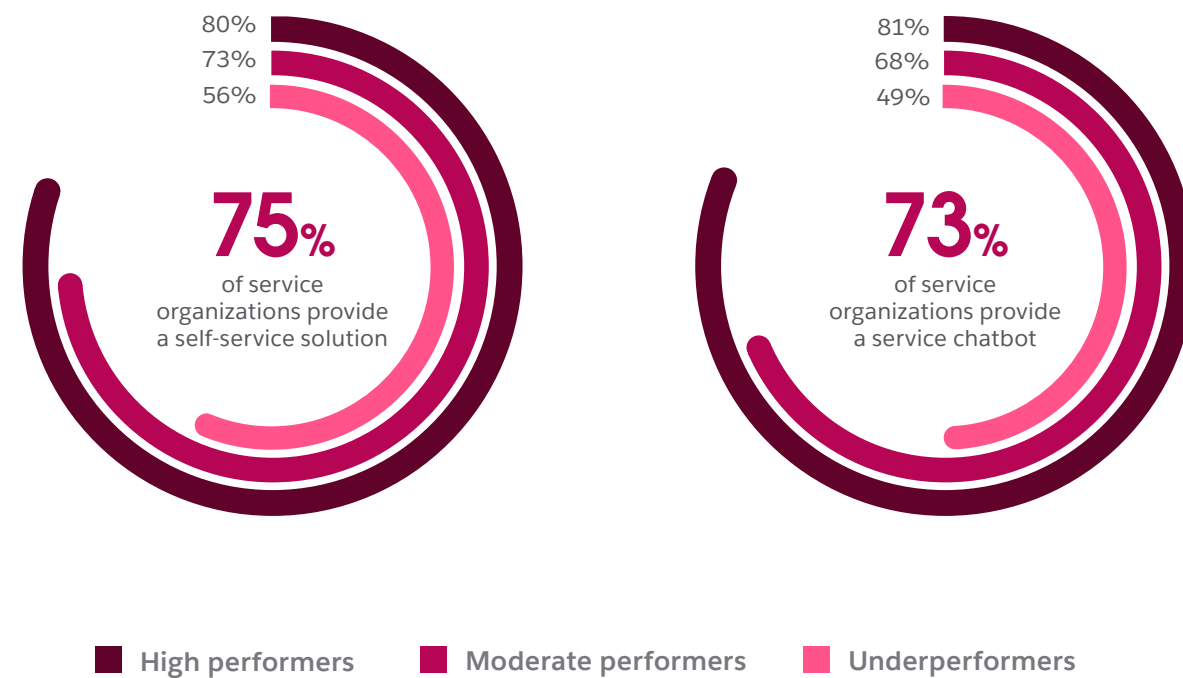
Base: Service professionals
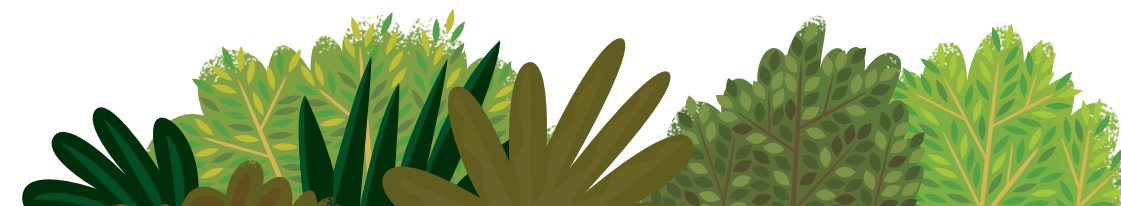
High Performers Embrace Self-Service

High-performing organizations see greater success than their peers in resolving cases via self-service – but self-service doesn't work for every engagement.

Sometimes customer issues can be too unique for self-service, requiring human agents. Here, agents are key to resolving cases and preserving relationships. However, some issues with self-service are more under companies' control, such as simplifying instructions and keeping materials up-to-date.

Self-service solves an estimated 54% of customer issues, on average, at organizations that use it.

High Performers Offer More Effective Self-Service

Service Professionals Who Say the Following*

	Customers solve most simple, routine issues through self-service	Agents often need to help customers resolve simple, routine issues
High performers	72%	28%
Moderate performers	62%	38%
Underperformers	47%	53%
Total	67%	33%
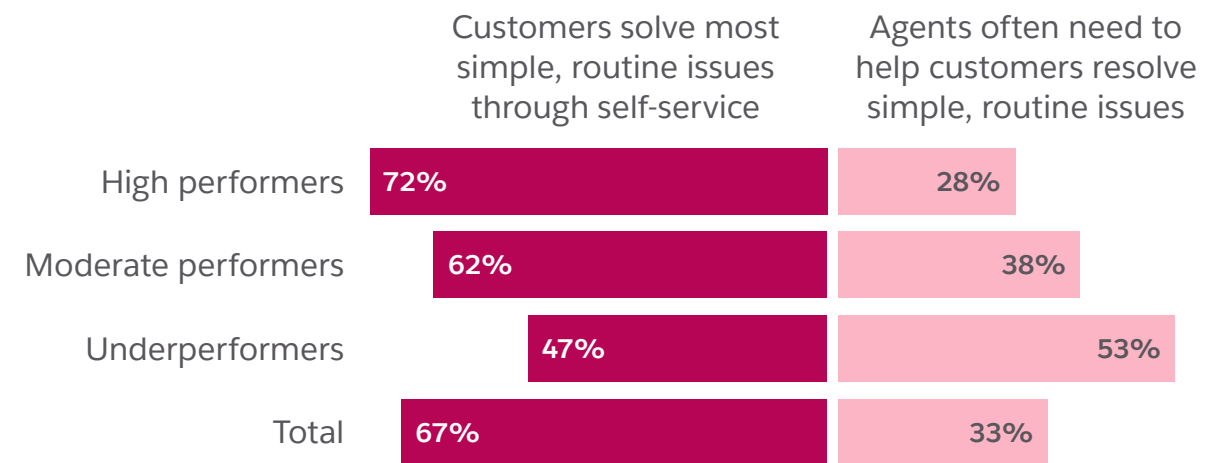
Agents Who Say the Following About Self-Service at Their Organization*

Customers' issues are often too unique	65%
Materials are not always up-to-date	62%
Instructions are often too complicated to follow	59%

*Base: Has self-service

SPOTLIGHT: Proactive Support Remains an Opportunity

When it comes to proactive support, service professionals and their customers don't see eye-to-eye.

Sixty-one percent of service professionals say their organizations address issues proactively – for example, by communicating or even resolving an issue before customers reach out. However, only a third of customers agree. This could indicate company overconfidence.

Customers Say Proactive Support is Rare

61%
of service professionals say their organization addresses service issues proactively.

but only

33%
of customers agree that the typical company does this.*
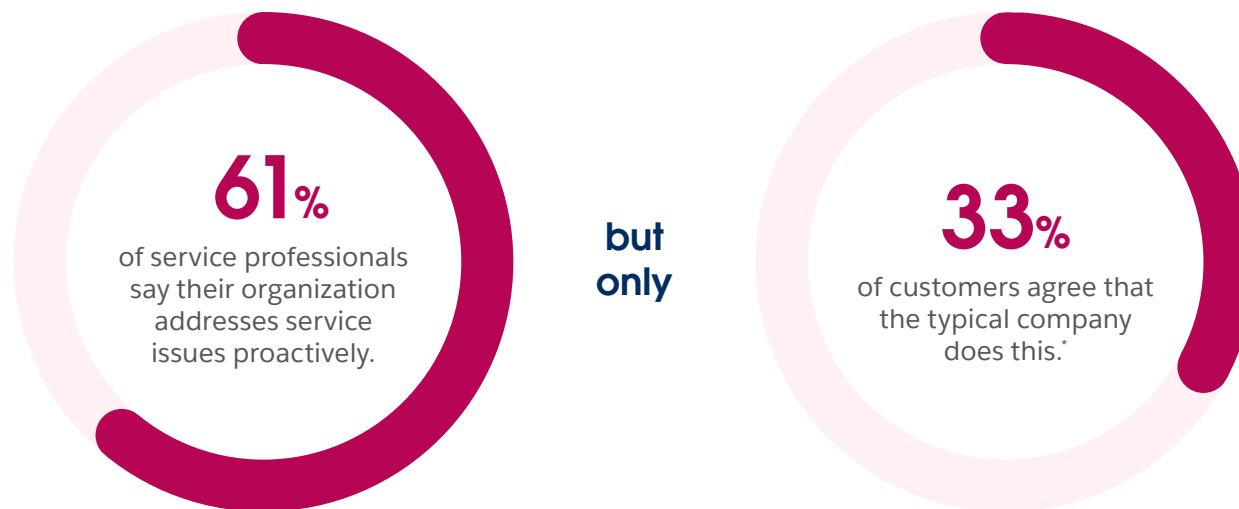
> "It's essential to proactively resolve issues before they have any significant business impact. This means keeping up with technology solutions to scale service and meet customers where they are."
>
> **JULES O'DONNELL**
> SALESFORCE ADMINISTRATION MANAGER, QUICKBASE

*Salesforce State of the Connected Customer, August 2023

2

Service Organizations Double Down on Revenue Generation

Budgets, Headcount, Cases Poised to Rise

Delivering excellent customer service at every touchpoint is worthwhile but potentially costly. Indeed, most service professionals say they need more budget to hit their goals. This is especially true of service ops and team leads, who may be closer to the action than many service leaders but still have a bird's-eye view of all that needs doing.

The good news is bigger budgets and increased headcounts may be on the horizon. However, service organizations are also bracing for an anticipated uptick in case volume, raising the question: will higher budgets keep pace with customer demand?

Decision makers expect service budgets to increase by an average of 23% over the next year.

Service Organizations Foresee Higher Budgets and Case Volume

Changes Decision Makers Anticipate Over the Next Year

Budget	80%	15%	5%
Case volume	76%	21%	3%
Headcount	76%	20%	5%

■ Increase
■ No change
■ Decrease
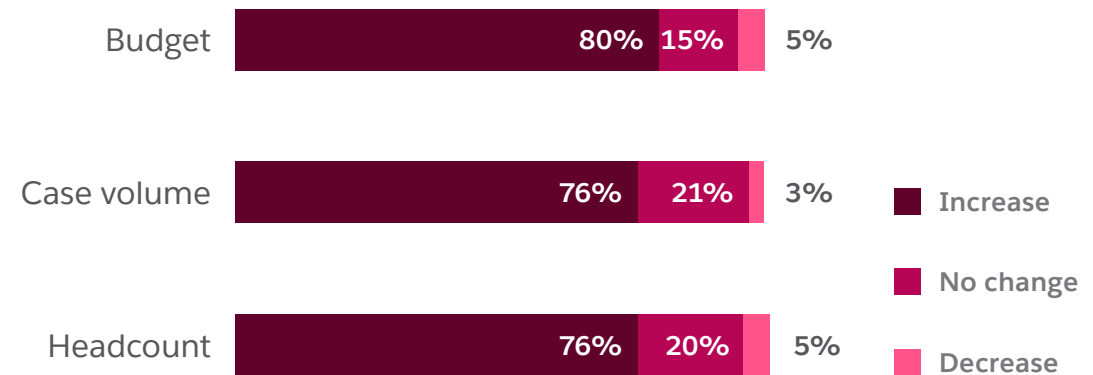
Service Professionals Who Say Team Can't Reach Goals Without More Budget

Service operations	77%
Service team leads	70%
Mobile workers	62%
Agents	55%
Service leadership/head of customer service	53%
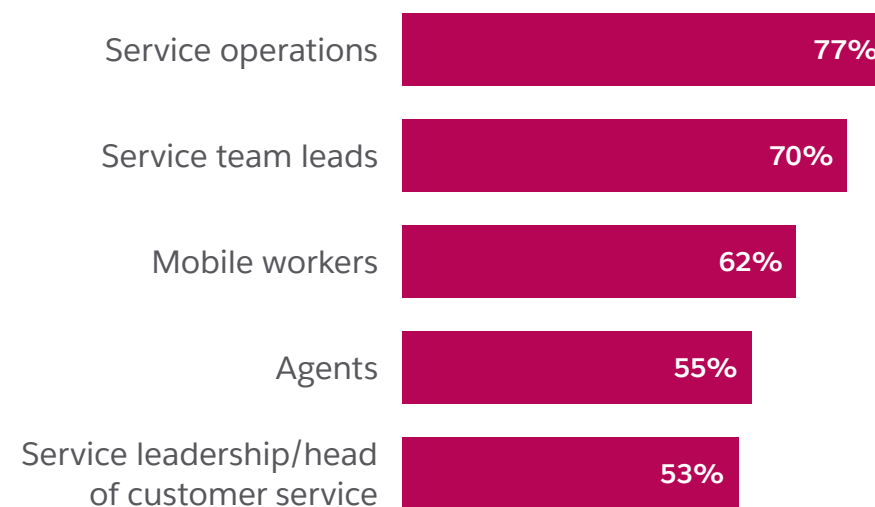
02

KPIs Show Growing Focus on Financial Metrics

2022 saw an uptick in service organizations measuring case deflection, signaling a focus on efficiency. Two years later, revenue growth is joining the roster of popular KPIs.

Compared to 2022, companies now track more metrics overall. The fastest growing KPIs are linked to tangible business outcomes. For instance, the share of service organizations tracking revenue generation has nearly doubled since 2018, from 51% to 91%. Meanwhile, the share tracking customer retention rose by 29 percentage points over the same period.

Revenue Leads Surge in Metrics Tracking

Service Organizations That Track the Following Metrics

Revenue
- 51%
- 80%
- 73%
- 91%

SLA performance
- 53%
- 69%
- 70%
- 81%

Customer satisfaction
- 80%
- 87%
- 74%
- 88%

First contact resolution
- 51%
- 65%
- 69%
- 80%

Employee experience
- 75%
- 77%
- 73%
- 86%

Customer lifetime value
- 61%
- 61%
- 68%
- 80%

Customer retention
- 57%
- 79%
- 72%
- 86%

Cost per contact
- 51%
- 61%
- 67%
- 79%

Average response time
- 69%
- 78%
- 71%
- 85%

Customer effort score
- 44%
- 60%
- 69%
- 78%

Agent case volume
- 64%
- 77%
- 71%
- 84%

Case deflection
- 36%
- 56%
- 67%
- 71%

Average handle time
- 70%
- 78%
- 71%
- 84%

■ 2018   ■ 2020   ■ 2022   ■ 2024

Base: Service professionals

02

Revenue Generation Grows as a Service Function

Companies are looking for new ways to drive growth and protect their margins, with many seeing service as a prime opportunity.

Both agents and mobile workers are up close and personal with customers. These professionals have a huge potential to influence buying decisions, suggest new subscriptions or equipment upgrades, and make proactive recommendations for follow-up service.

85% of decision makers say service is expected to contribute a larger share of revenue this year.

Organizations Leverage Service for Additional Revenue

Agents Who Say the Following

I have access to quality, up-to-date training on our products/services	78%
Agents are trained to upsell	68%
Agents are responsible for revenue generation metrics	57%
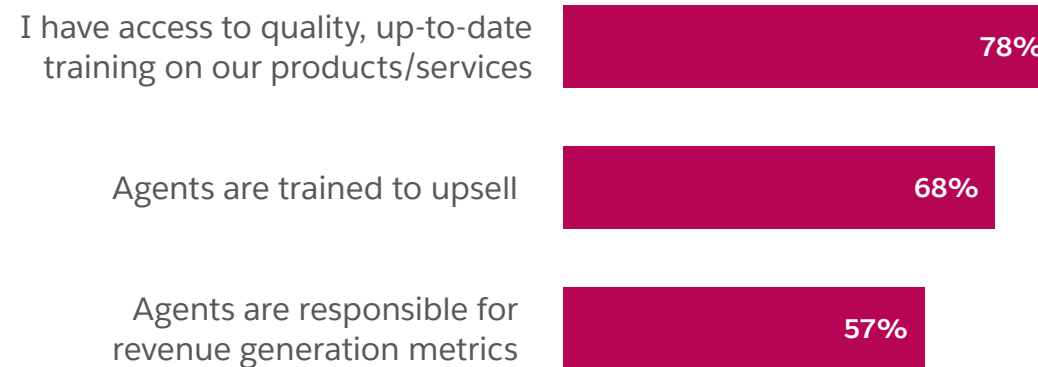
Frequency with Which the Following Service Professionals Try to Upsell

	Never	Rarely	Sometimes	Often	Always
Agents	11%	11%	24%	36%	18%
Mobile workers	5%	6%	23%	52%	14%

■ Agents   ■ Mobile workers
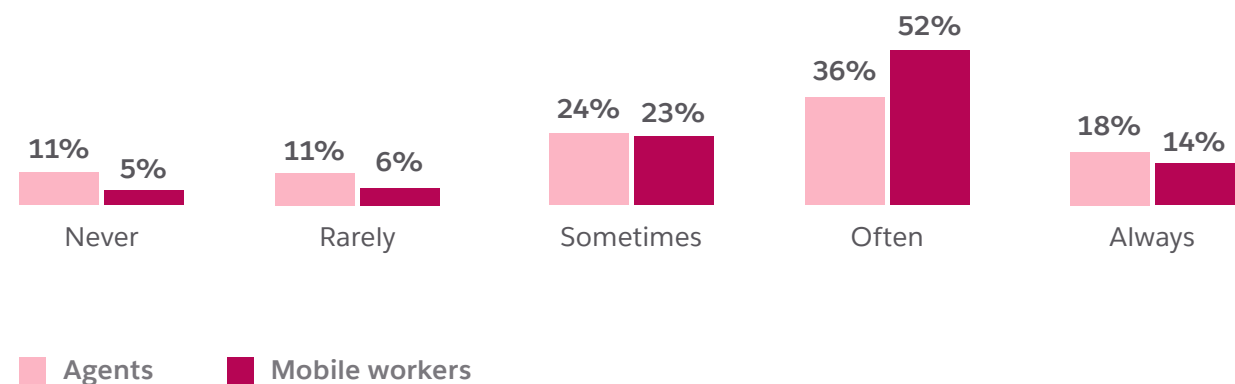
02

Service Depends on Cross-Company Data

The path to purchase can be complex, influenced by touch points across multiple teams. Smooth partnerships with sales and marketing are critical as more customers expect connected, cohesive interactions.

79% of customers expect consistency across departments — but 56% often have to repeat information to different representatives.*

While agents at high-performing service organizations have much more visibility into customers' sales, marketing, and service data, over one in four agents of agents still lack that insight.

*Salesforce State of the Connected Customer, August 2023

High Performers Benefit from Integrated Customer Data

Service Professionals Who Say Agents Have a Complete and Accessible View of the Following

Customers' sales/ecommerce interactions — Total **92%**
- High performers: 86%
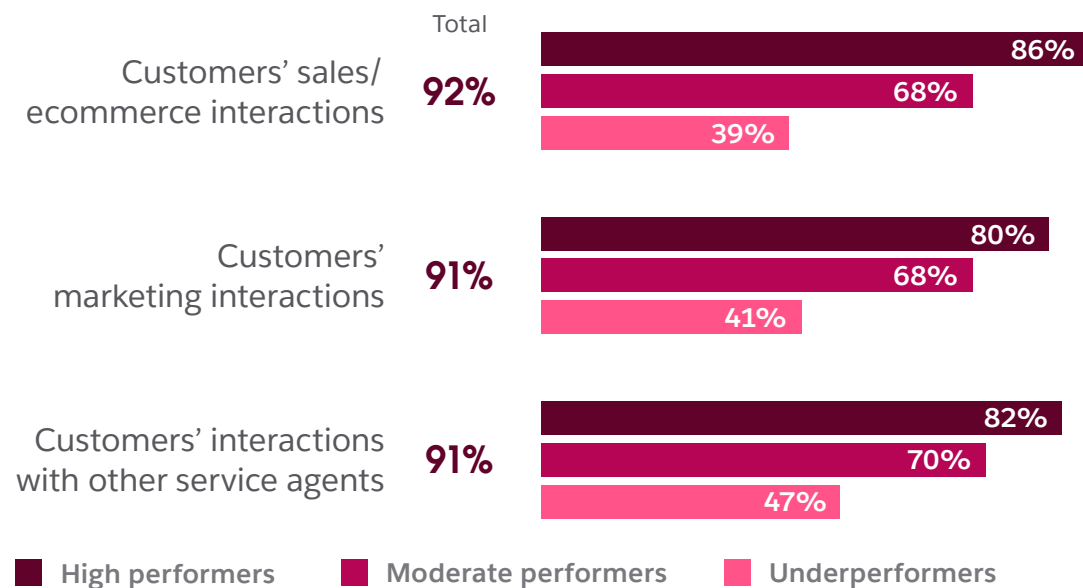- Moderate performers: 68%
- Underperformers: 39%

Customers' marketing interactions — Total **91%**
- High performers: 80%
- Moderate performers: 68%
- Underperformers: 41%

Customers' interactions with other service agents — Total **91%**
- High performers: 82%
- Moderate performers: 70%
- Underperformers: 47%

■ High performers   ■ Moderate performers   ■ Underperformers

15%
30%
49%

26% of agents say they often lack context about a customer's situation

80% of agents say better access to other departments' data would improve their work.

83% of decision makers plan to invest more in data integration over the next year.

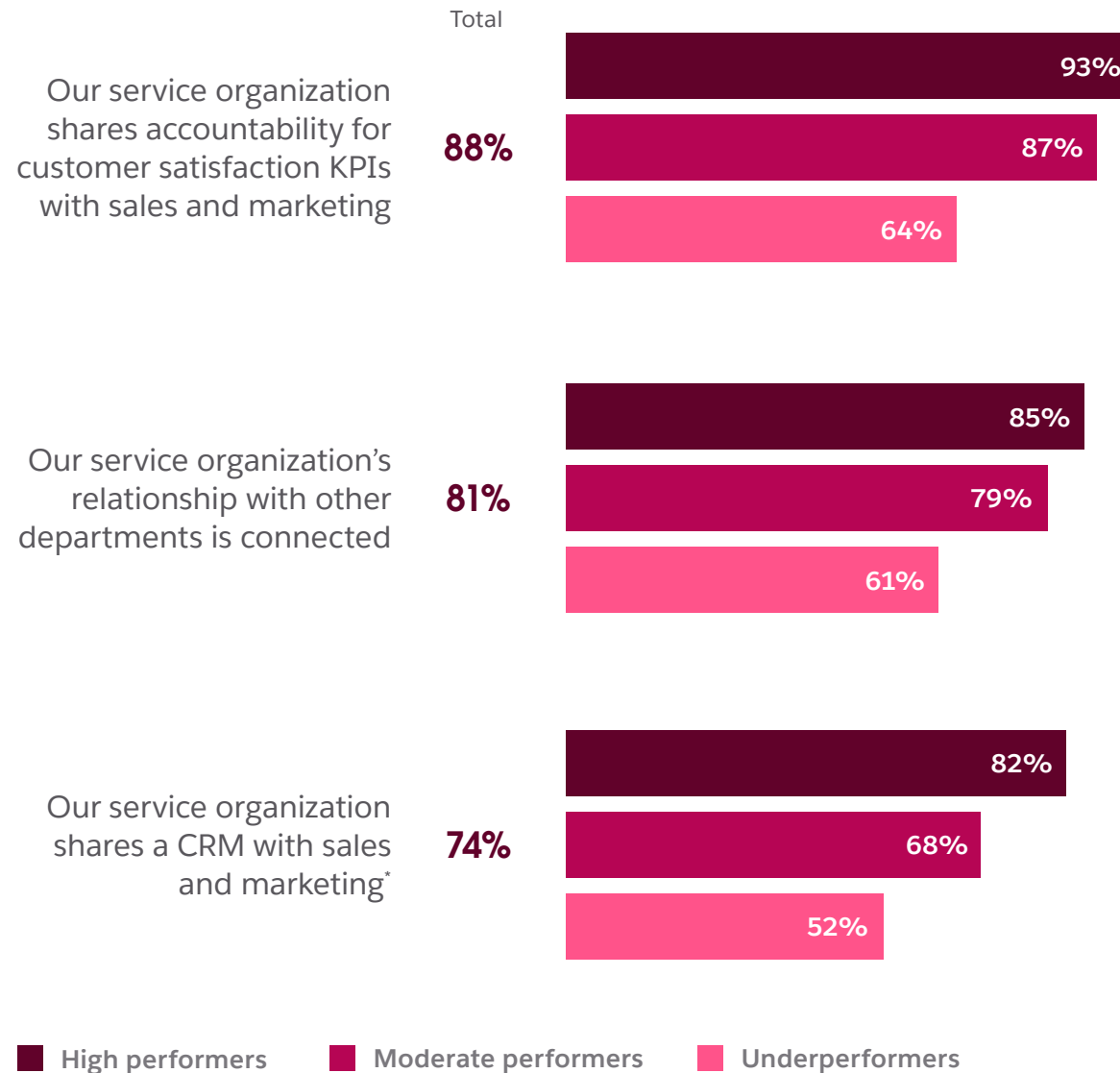■ High performers   ■ Moderate Performers   ■ Underperformers

02

Organizations Strive for Consistent Customer Experiences

Service organizations are aligning more closely with sales and marketing to achieve more connected customer experiences. For example, many teams are connecting customer relationship management (CRM) systems and sharing accountability for metrics like CSAT. These efforts cultivate a better understanding of customers' interactions across the company, which which helps service organizations better serve their needs.

A connected experience is a huge differentiator. High-performing service organizations are more connected to other departments, sharing goals and technologies with sales and marketing.

Top Service Teams Align with Sales and Marketing

Service Professionals Who Say the Following

Total

Our service organization shares accountability for customer satisfaction KPIs with sales and marketing
88%
93%
87%
64%

Our service organization's relationship with other departments is connected
81%
85%
79%
61%

Our service organization shares a CRM with sales and marketing*
74%
82%
68%
52%

■ **High performers**   ■ **Moderate performers**   ■ **Underperformers**

*Base: Service professionals at organizations with a CRM

SPOTLIGHT: Field Service Technology

Mobile workers say dedicated field service technologies make them safer and more effective at their jobs – empowering them to be better brand ambassadors.
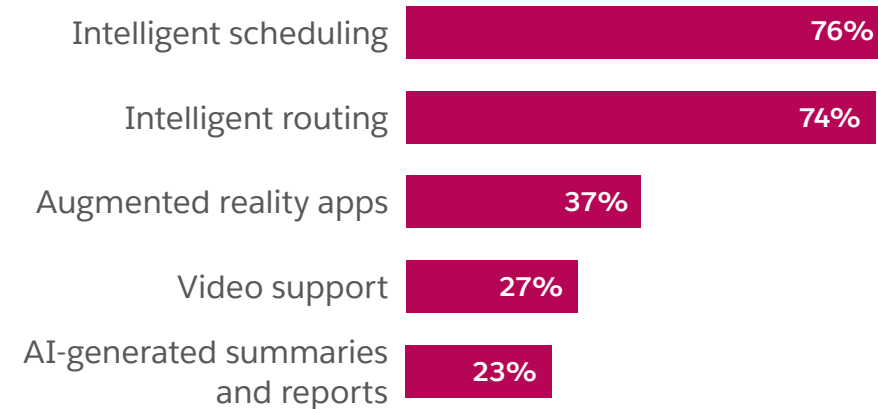
90% of decision makers say their company invests in specialized technology to improve mobile worker productivity.*

The most common field service technologies are intelligent scheduling and routing. However, some organizations use video, AI-generated reports, and augmented reality – which can create detailed 3D rendering of large areas in seconds.

*Base: Decision makers at organizations with mobile workers.

Technology Helps Mobile Workers Feel Safer, More Effective

Mobile Workers with the Following Capabilities

Capability	Percentage
Intelligent scheduling	76%
Intelligent routing	74%
Augmented reality apps	37%
Video support	27%
AI-generated summaries and reports	23%

Mobile Workers Who Agree with the Following
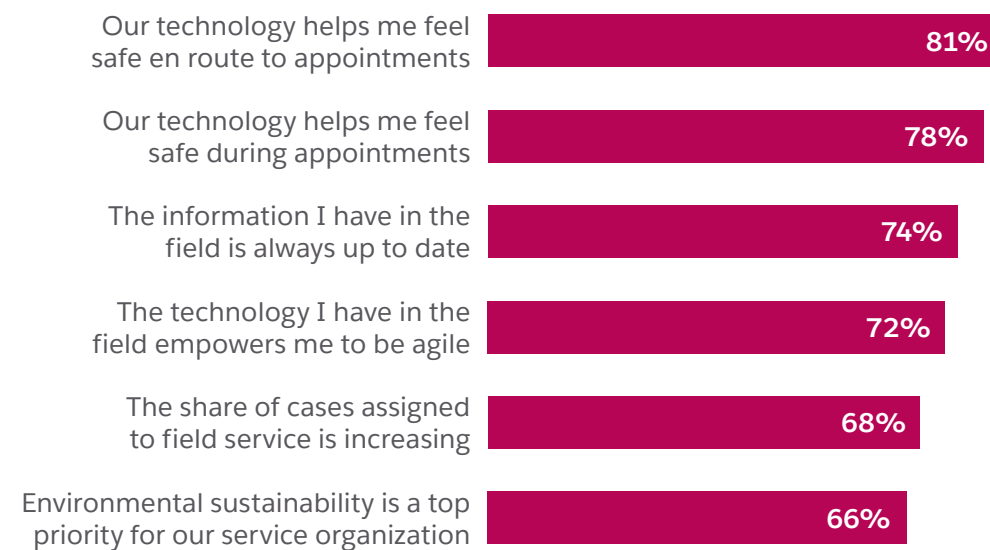
Statement	Percentage
Our technology helps me feel safe en route to appointments	81%
Our technology helps me feel safe during appointments	78%
The information I have in the field is always up to date	74%
The technology I have in the field empowers me to be agile	72%
The share of cases assigned to field service is increasing	68%
Environmental sustainability is a top priority for our service organization	66%

3

Organizations Lean into AI and Automation

03

Manual Processes Pull Agents Away from Customers

Inefficient processes and manual taskwork monopolize agents' time and jeopardize the customer experience. Administrative work, internal meetings, and other mundane tasks take up nearly two-thirds of agents' workday.

Another productivity blocker is disjointed processes. Over half of agents at underperforming organizations have to click between multiple screens just to access the information they need to do their job. This fragmented workflow slows agents down and may also increase the risk of errors.

Nearly Two-Thirds of Agent Time Spent Away from Customers

How Agents Spend Their Time During an Average Week

- Manually entering case notes
- Internal meetings and trainings
- Administrative tasks
- Other

17%

16%

20%

7%

39% Working with customers

61% Other tasks
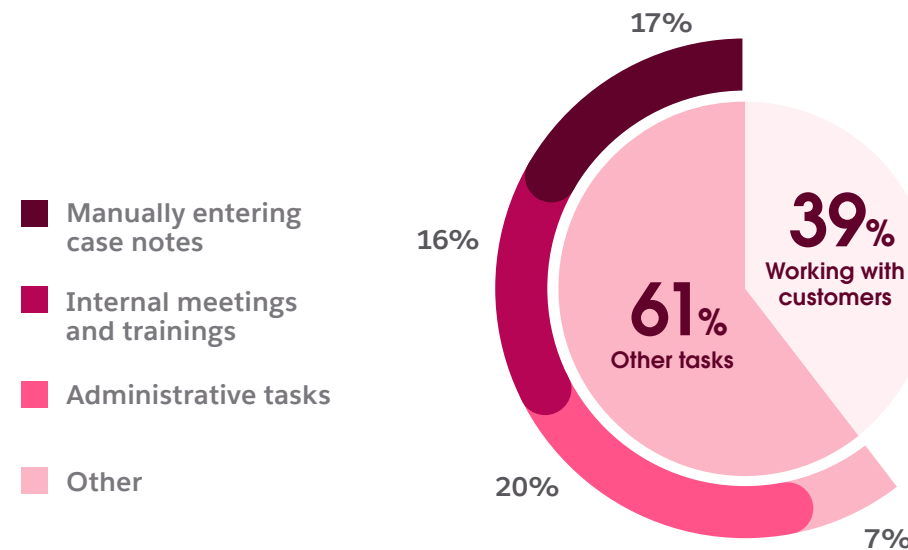
58% of agents at underperforming organizations toggle between multiple screens to find what they need — compared to 36% at high performers.

03

Organizations Seek Efficiency Amid Tougher Workloads

Customer service professionals are spread thin. In fact, 77% of agents and 74% of mobile workers report increased and more complex workloads compared to just one year ago. Over half say they've experienced burnout, whether they work in a contact center or in the field.

Fortunately, organizations are taking steps to improve the issue. The success of these efforts could affect companies' abilities to attract and retain high-performing employees.

69% of service decision makers say agent attrition is a major or moderate challenge.

Case Complexity and Supported Products Are Increasing

Service Professionals Who Say the Following

I support more products/
services than I did a year ago
- 79%
- 73%

My workload has increased
over the past year
- 77%
- 74%

My cases are more
complex than a year ago
- 65%
- 66%

I've experienced
burnout at work
- 56%
- 57%

Agents   Mobile workers
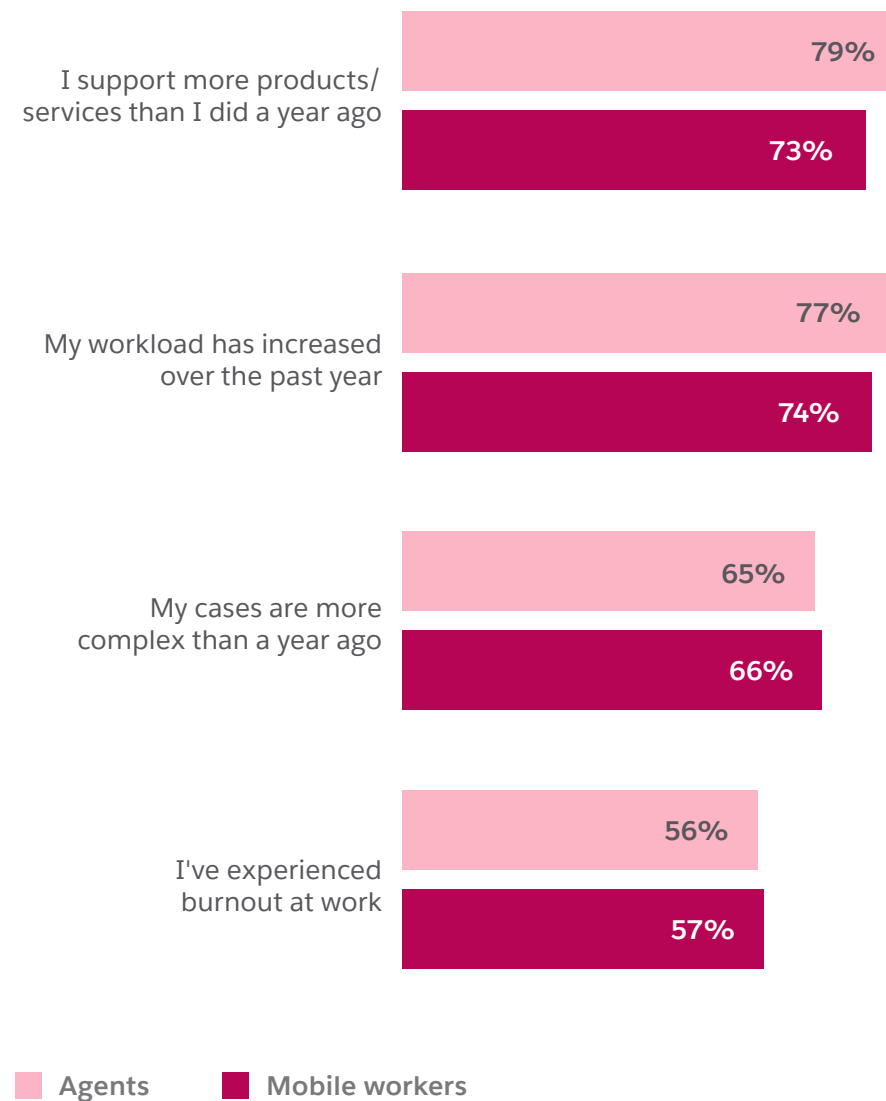
03

AI Investments Increase

Most service organizations are investing in AI. Eighty-three percent of decision makers expect this investment to increase over the next year, while only 6% say they have no plans for the technology.
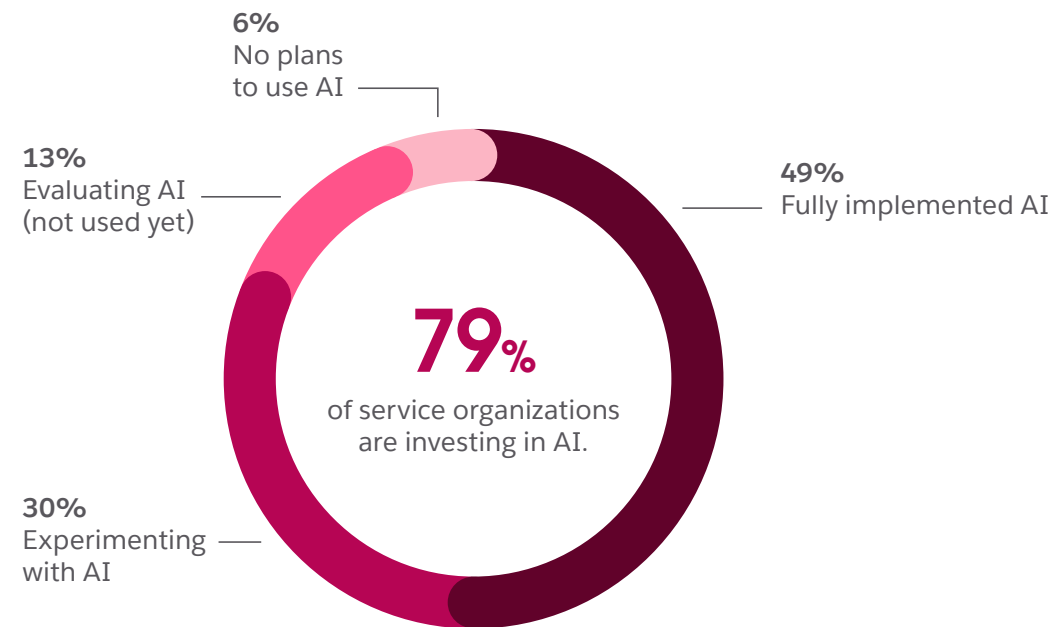
For years, companies have used predictive AI for tasks like providing next best actions and analyzing trends. Today's generative AI can create original content like text, imagery, and video using large language models. This may be why, despite being fairly new, generative AI is quickly gaining traction.

24% of service employees have used generative AI.*

A Majority of Teams Plan to Increase Their AI Investment

6%
No plans to use AI

13%
Evaluating AI (not used yet)

49%
Fully implemented AI

79%
of service organizations are investing in AI.

30%
Experimenting with AI

Base: Service professionals

Service Organizations Investing in AI

88% High performers

74% Moderate performers

56% Underperformers

83%
of decision makers plan to increase AI investment next year.
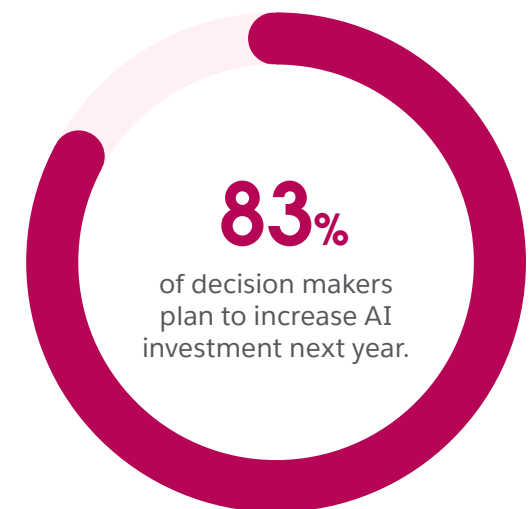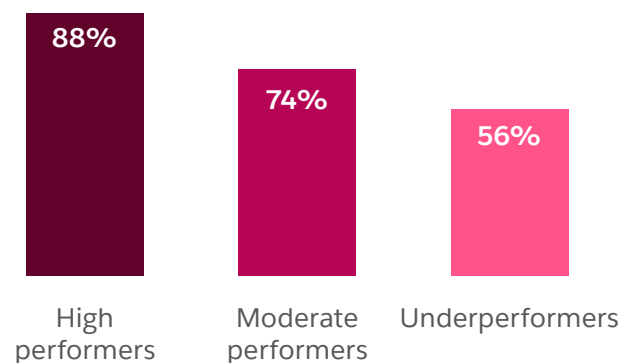
03

Automation Resolves Simple Tasks So Agents Can Get Strategic

Service organizations are turning toward automation and AI amid a push for efficiency.

Nearly all organizations have invested in workflow automation. Plans for further investment suggest confidence in the technology to drive productivity.

83% of decision makers plan to increase investments in automation over the next year.

Time savings tops the list of workflow automation benefits. Additionally, the bulk of automation users credit the technology with fewer errors and more time with customers.

Automation Provides More Time to Focus on Customers

Service Organizations That Have or Plan to Have the Following

Process/workflow automation   81% 12%

Automated transcription of phone conversations   74% 12%

■ Have currently   ■ Piloting or planning to have within 18 months
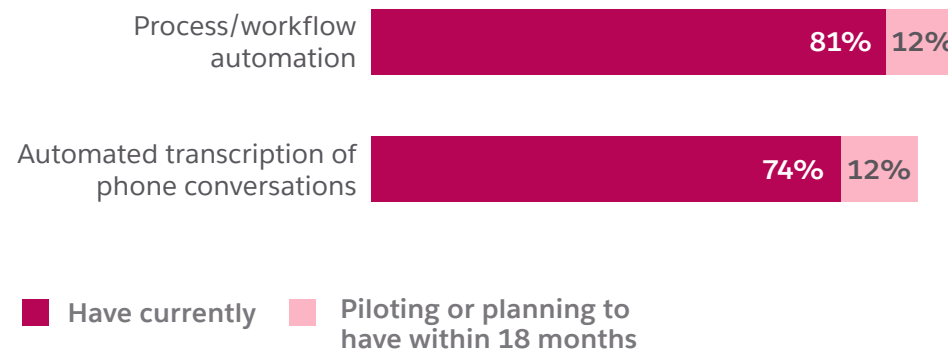
Base: Service professionals

Reported Benefits of Automation

Time savings   54%   39%   1%   7%

Ability to focus on individual customers   52%   39%   1%   8%

Connection with other departments   52%   38%   1%   8%

Reduction of errors   50%   38%   1%   10%

Time to take on new projects   49%   42%   1%   8%

■ Major benefit   ■ Moderate benefit   ■ Minor benefit   ■ No benefit
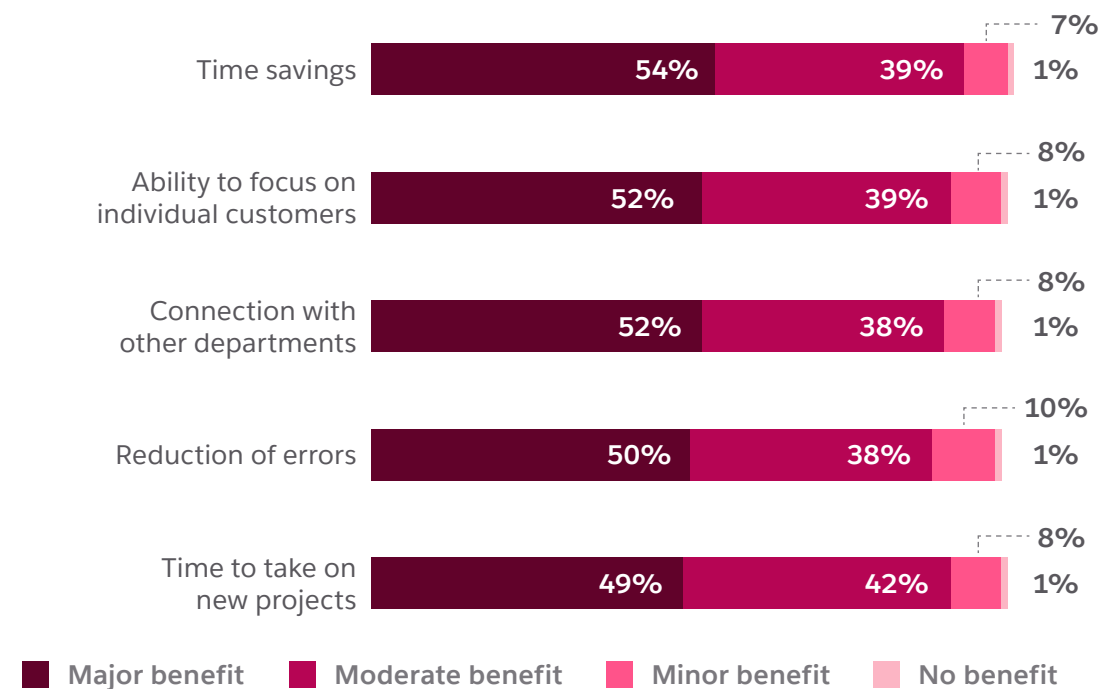
Base: Service professionals at organizations using automation

SPOTLIGHT: AI Drives Demand for Trusted Data

Instilling trust in AI means instilling trust in the data that powers it. Service organizations see more room for improvement on this front than their peers in other departments.

92% of analytics and IT leaders say the need for trustworthy data is higher than ever.

People closest to the data, like data and analytics teams, have the highest confidence in their data. This level of trust is less common among line-of-business leaders, revealing an opportunity to inspire more confidence in marketing, sales, and service data – and, by extension, more trust in AI accuracy.

Data on this page comes from Salesforce's **State of Data and Analytics.**

Leaders Stress Need for Better Data Management

87% of analytics and IT leaders say advances in AI make data management a high priority.

94% of business leaders feel their organization should be getting more value out of its data.

Departments Completely Confident in Data Accuracy

Data and Analytics	IT	Marketing	Sales	Service
57%	53%	45%	42%	40%

03
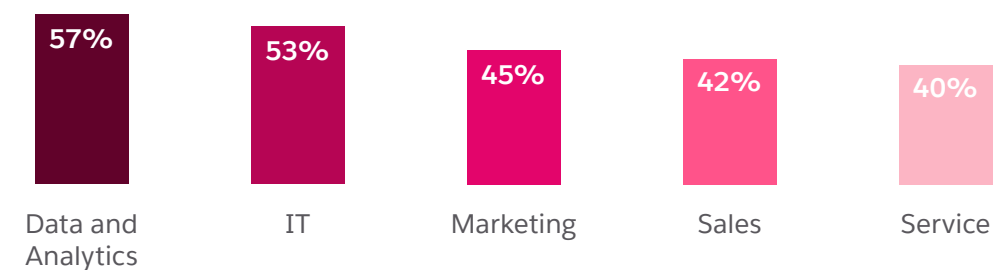
AI Linked to Better Customer Service

Service organizations most commonly use AI in customer-facing intelligent assistants. Other common use cases include generating service responses and making intelligent offers and recommendations.

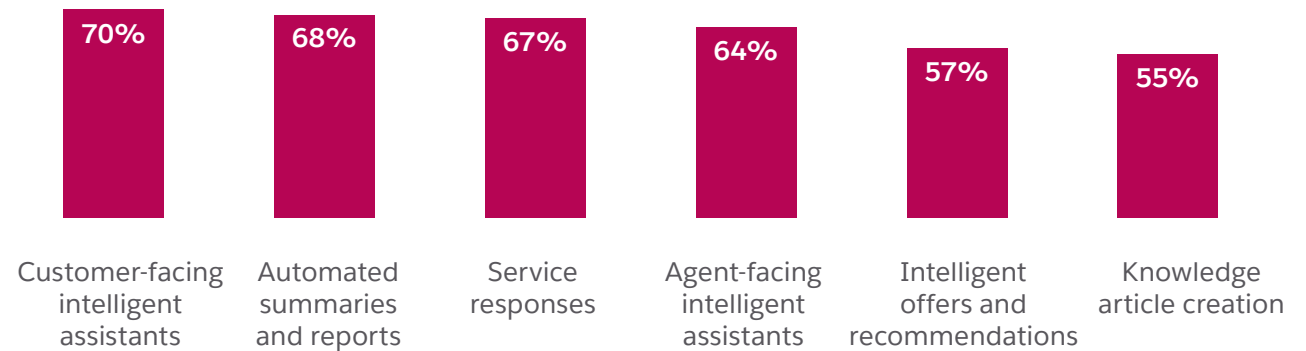The benefits are clear: over nine in 10 organizations with AI report cost and time savings. Service ops professionals are especially bullish on the technology; nearly all agree that generative AI, in particular, will help their companies improve customer service.

> "The best technology implementations are about making my service agents' lives easier – like using AI to suggest an appropriate response in real time during a live chat session or a next best action for an agent to take."

JOSH RAY
CUSTOMER EXPERIENCE BUSINESS SYSTEMS ANALYST

AI Boosts Customer Experience, Saves Time, and Reduces Costs

How Service Organizations Use AI*

70%	68%	67%	64%	57%	55%
Customer-facing intelligent assistants	Automated summaries and reports	Service responses	Agent-facing intelligent assistants	Intelligent offers and recommendations	Knowledge article creation

Service Professionals Who Say the Following

AI saves me time on the job*	AI helps our service organization reduce costs*	Generative AI helps companies better serve customers	Our organization has a completely defined AI strategy
95% 95% 85% 78%	95% 94% 86% 83%	92% 87% 67% 64%	88% 80% 55% 60%

■ **Service ops**   ■ **Decision makers**   ■ **Agents**   ■ **Mobile workers**

*Base: Organization invests in AI

03

Human Connection Builds Trust as Technology Evolves

While the capabilities of AI and automation are exciting, it's important to remember that these technologies can't replace frontline workers. Instead, AI and automation give employees the time and tools to do their best work.

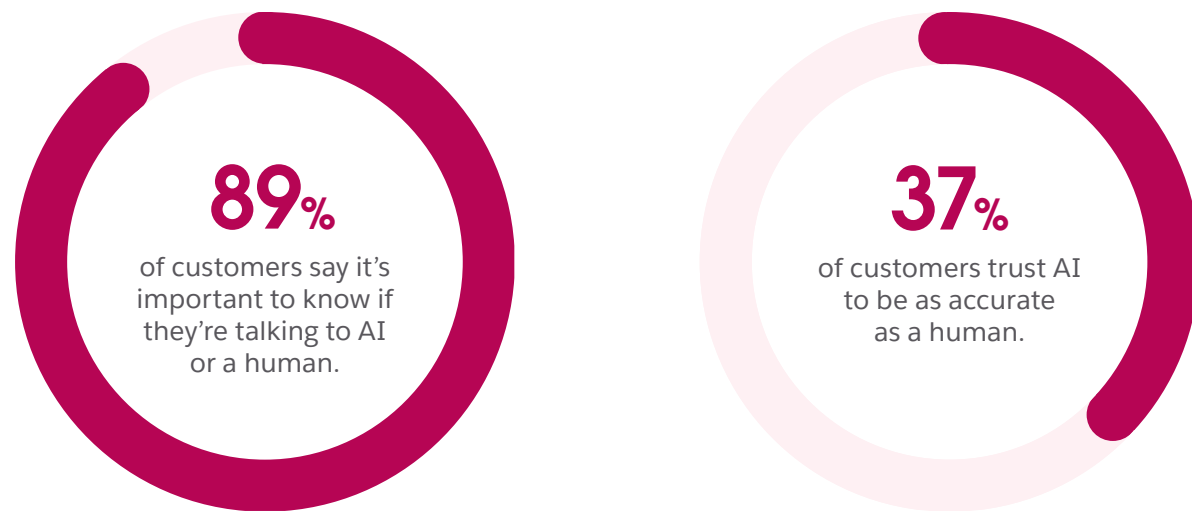**92% of service professionals say nurturing customer relationships is increasingly important.**
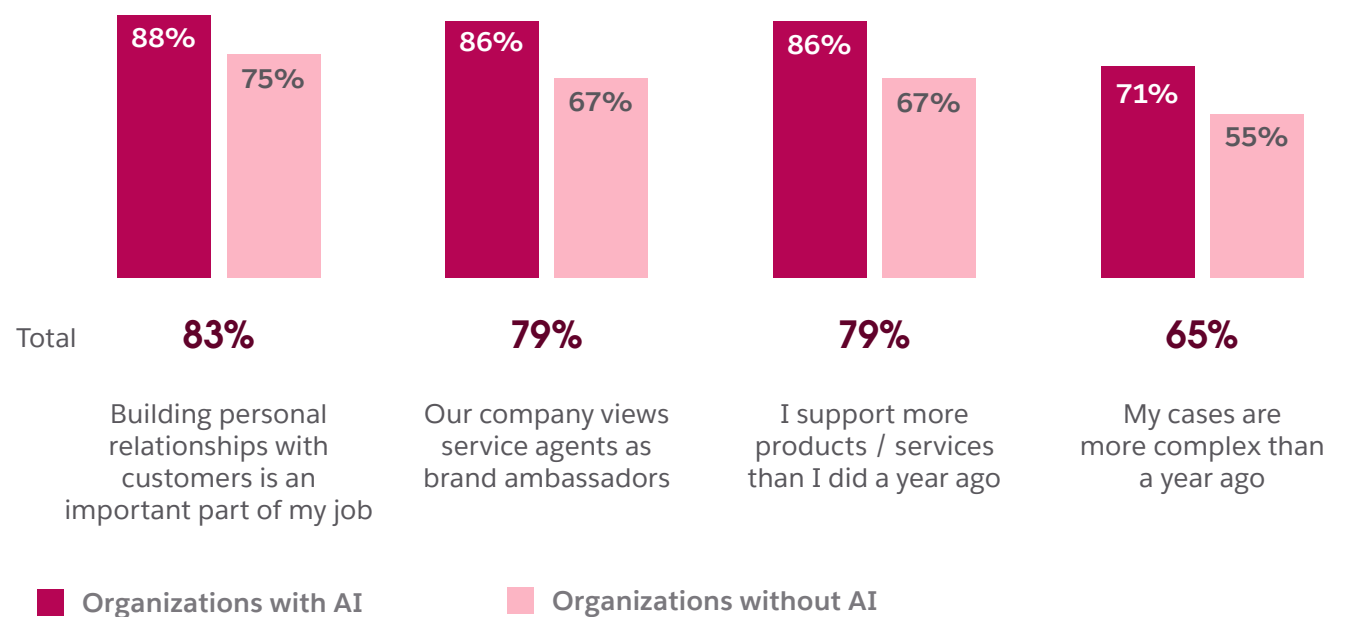
Employees at companies with AI have greater bandwidth to tackle complex casework and support a wide range of products. While technology excels at optimizing processes and resolving simple cases, frontline employees are wide-ranging experts who engage with customers in uniquely human ways, building trusted relationships that AI could not on its own.

Employees Tackle More Challenging Work at Organizations with AI

89%
of customers say it's important to know if they're talking to AI or a human.

37%
of customers trust AI to be as accurate as a human.

Salesforce State of the Connected Customer, August 2023

Agents Who Say the Following

| | 88% | 75% | 86% | 67% | 86% | 67% | 71% | 55% |

Total   **83%**   **79%**   **79%**   **65%**

Building personal relationships with customers is an important part of my job

Our company views service agents as brand ambassadors

I support more products / services than I did a year ago

My cases are more complex than a year ago

■ **Organizations with AI**   ■ **Organizations without AI**

Autonomous AI: The Next Evolution in Proactive Service

Generative AI has only recently taken the world by storm, but there's already a new wave coming – autonomous AI. While generative AI can create new content based on a prompt, autonomous AI will perform tasks without human intervention.

For example, if a customer wants to plan a trip to Mexico, an autonomous chatbot won't just offer intelligent service recommendations. It will actually take concrete actions on a customer's behalf: visiting websites, making plans, and even booking tickets.

" As we move from AI generating content to AI taking action, trust becomes even more critical. That requires grounding your AI on a foundation of trusted customer data, knowledge, and service policies. The AI revolution is really a data revolution."

RYAN NICHOLS
CHIEF PRODUCT OFFICER,
SALESFORCE SERVICE CLOUD

The Transformation of AI

Predictive AI

Uses historical data to recognize patterns over time

→

Generative AI

Creates new content based on user prompts
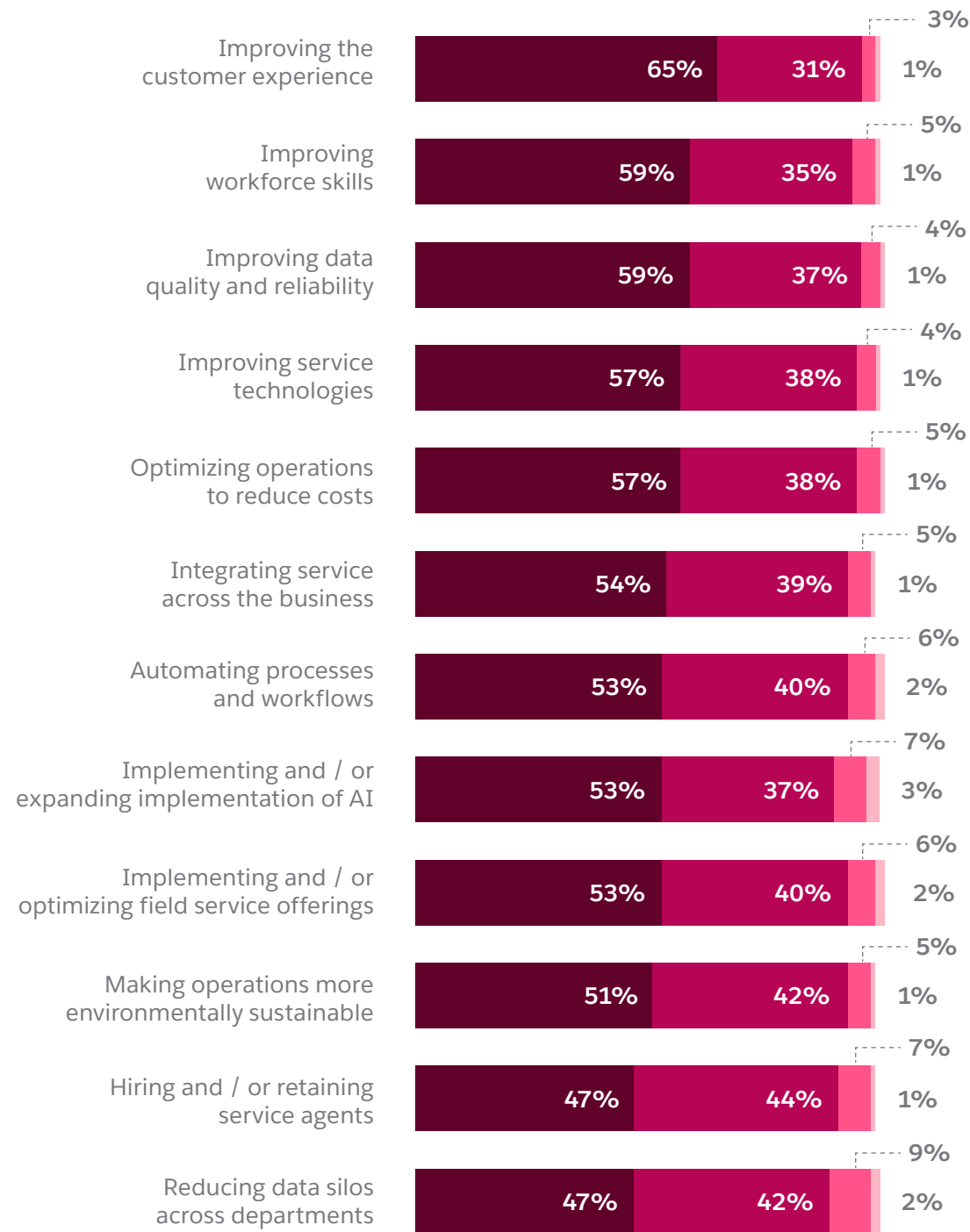
→

Autonomous AI

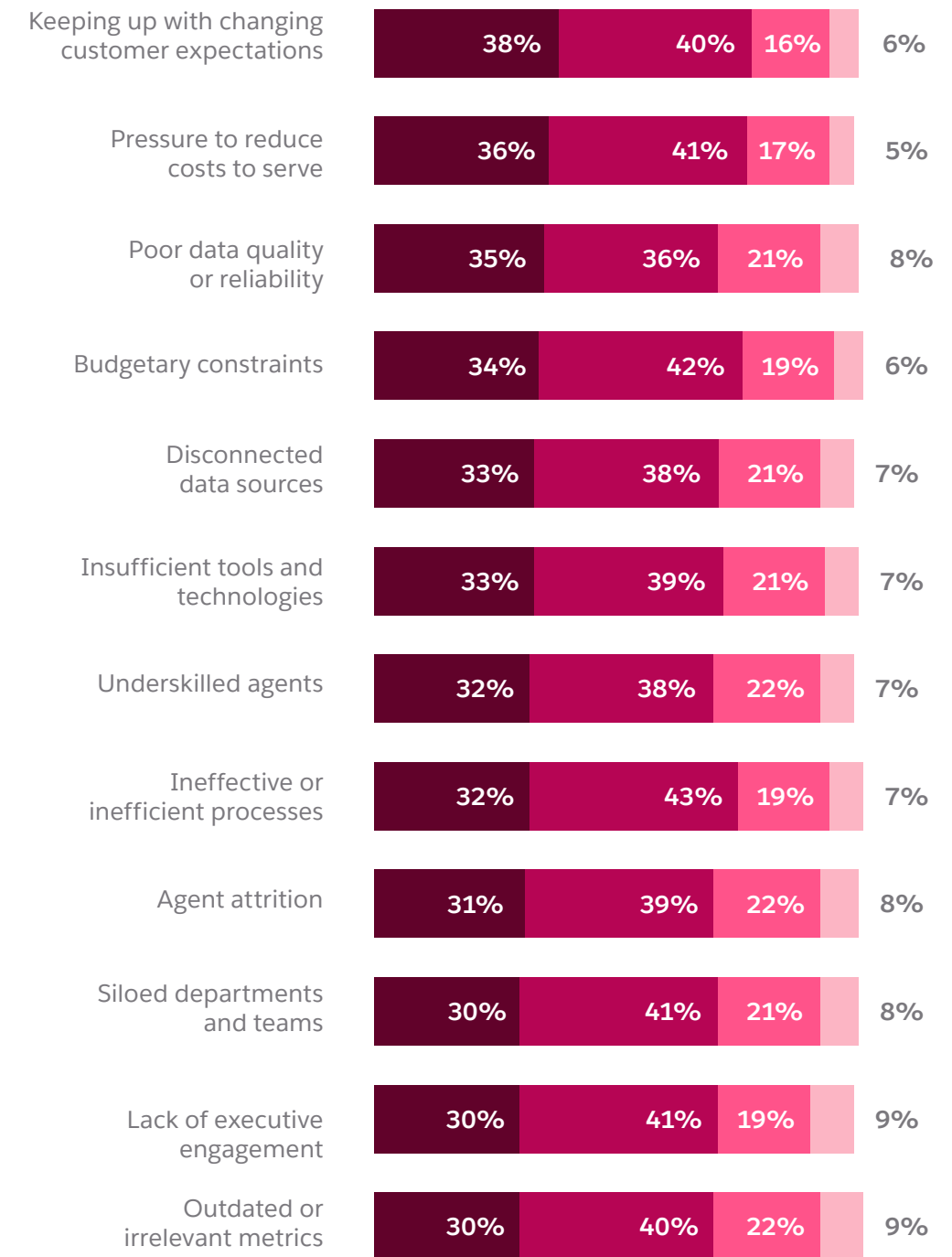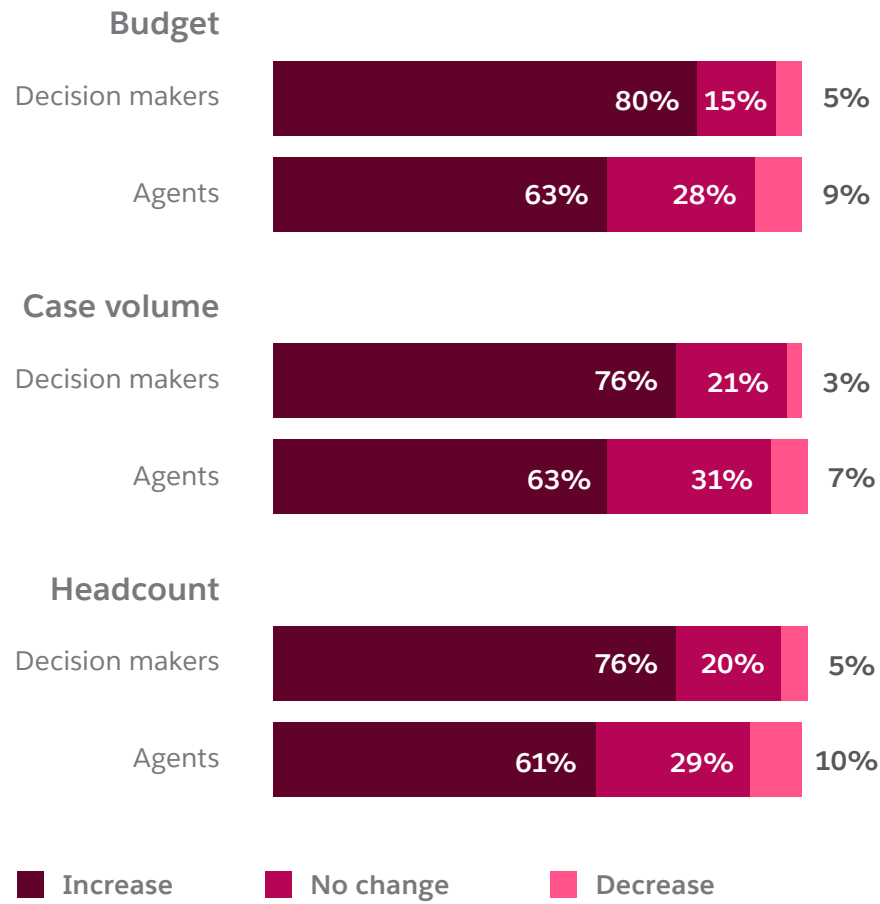Performs tasks without human intervention

Appendix

Service Priorities

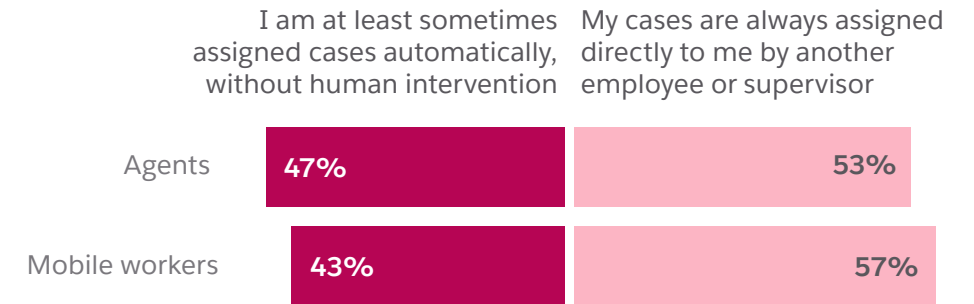|	High priority	Moderate priority	Low priority	Not a priority
Improving the customer experience	65%	31%	1%	3%
Improving workforce skills	59%	35%	1%	5%
Improving data quality and reliability	59%	37%	1%	4%
Improving service technologies	57%	38%	1%	4%
Optimizing operations to reduce costs	57%	38%	1%	5%
Integrating service across the business	54%	39%	1%	5%
Automating processes and workflows	53%	40%	2%	6%
Implementing and / or expanding implementation of AI	53%	37%	3%	7%
Implementing and / or optimizing field service offerings	53%	40%	2%	6%
Making operations more environmentally sustainable	51%	42%	1%	5%
Hiring and / or retaining service agents	47%	44%	1%	7%
Reducing data silos across departments	47%	42%	2%	9%

Legend: High priority · Moderate priority · Low priority · Not a priority

Service Challenges

	Major challenge	Moderate challenge	Slight challenge	Not at all a challenge
Keeping up with changing customer expectations	38%	40%	16%	6%
Pressure to reduce costs to serve	36%	41%	17%	5%
Poor data quality or reliability	35%	36%	21%	8%
Budgetary constraints	34%	42%	19%	6%
Disconnected data sources	33%	38%	21%	7%
Insufficient tools and technologies	33%	39%	21%	7%
Underskilled agents	32%	38%	22%	7%
Ineffective or inefficient processes	32%	43%	19%	7%
Agent attrition	31%	39%	22%	8%
Siloed departments and teams	30%	41%	21%	8%
Lack of executive engagement	30%	41%	19%	9%
Outdated or irrelevant metrics	30%	40%	22%	9%

Legend: Major challenge · Moderate challenge · Slight challenge · Not at all a challenge

Base: Decision makers.

Anticipated Changes to the Following Over the Next Year

Budget

Decision makers

| 80% | 15% | 5% |

Agents

| 63% | 28% | 9% |

Case volume

Decision makers

| 76% | 21% | 3% |

Agents

| 63% | 31% | 7% |

Headcount

Decision makers

| 76% | 20% | 5% |

Agents

| 61% | 29% | 10% |

■ Increase   ■ No change   ■ Decrease

Service Professionals Who Say the Following

I am at least sometimes assigned cases automatically, without human intervention   My cases are always assigned directly to me by another employee or supervisor

Agents

| 47% | 53% |

Mobile workers

| 43% | 57% |

Service Professionals Who Say Their Organization Responds to Service Issues Proactively

Service leadership/head of customer service	70%
Service operations	67%
Service agents	59%
Service team leads	55%
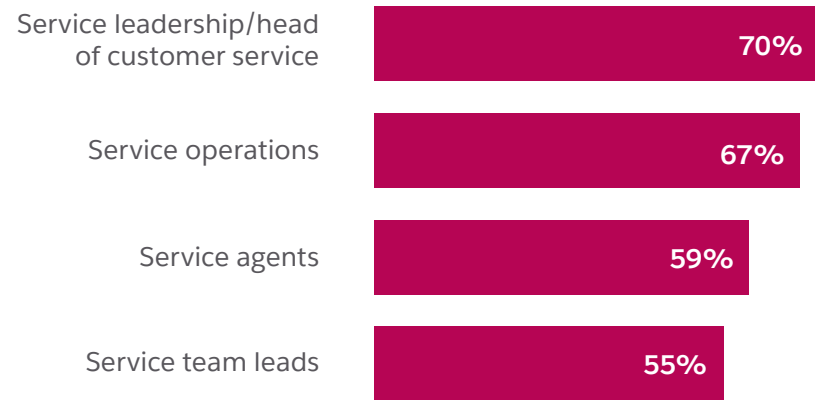
How Mobile Workers Spend Their Time During an Average Week

■ Manually entering case notes

■ Internal meetings and trainings

■ Administrative tasks

■ Other

18%

18%

19%

14%

32% Working with customers

68% Other tasks
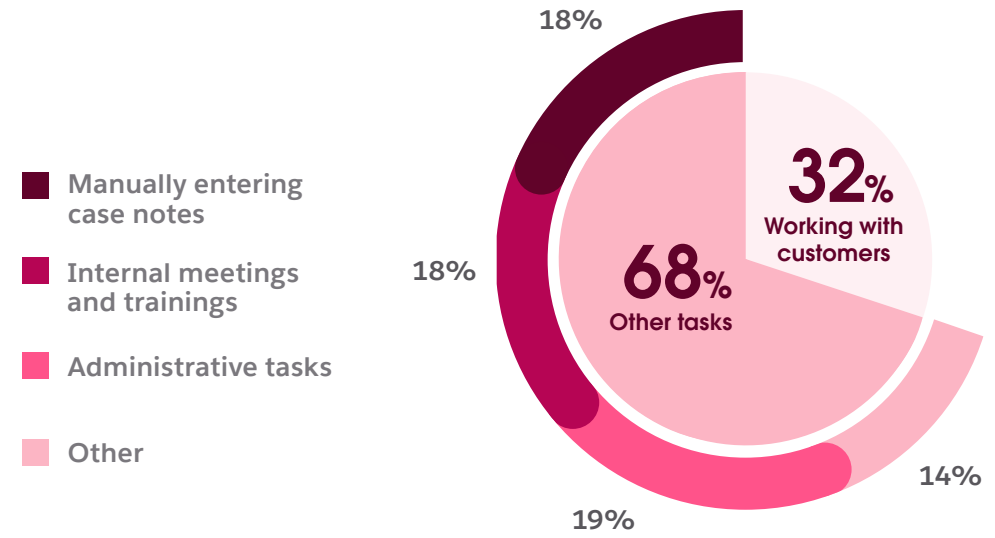
Survey Demographics

Survey Demographics

Country

Australia	5%
Belgium	2%
Brazil	5%
Canada	5%
Chile	3%
Colombia	3%
Denmark	<1%
Finland	1%
France	5%
Germany	5%
India	5%
Indonesia	3%
Ireland	2%
Italy	4%
Japan	5%
Mexico	5%
Netherlands	3%
New Zealand	1%
Norway	1%
Philippines	4%
Poland	4%
Portugal	2%
Singapore	2%
South Africa	4%
Spain	4%
Sweden	1%
Switzerland	2%
United Arab Emirates	2%
United Kingdom	5%
United States	9%

Industry

Architecture, engineering, and construction	9%
Automotive	6%
Communications	5%
Consumer goods	7%
Energy and utilities	6%
Financial services	7%
Government	2%
Healthcare	7%
Life sciences and biotechnology	4%
Manufacturing	5%
Media and entertainment	3%
Nonprofit	5%
Professional and business services	9%
Retail	7%
Supply chain and logistics	4%
Technology	9%
Travel and hospitality	4%
Other	2%

Role Within Service

Service operations	32%
Service agent	24%
Mobile worker	3%
Service manager or director	31%
Service leadership/head of service	9%

Company Size

Small and medium-sized businesses (21–100 employees)	30%
Mid-market businesses 101–3,500 employees)	50%
Enterprises (over 3,500 employees)	20%

Business Model

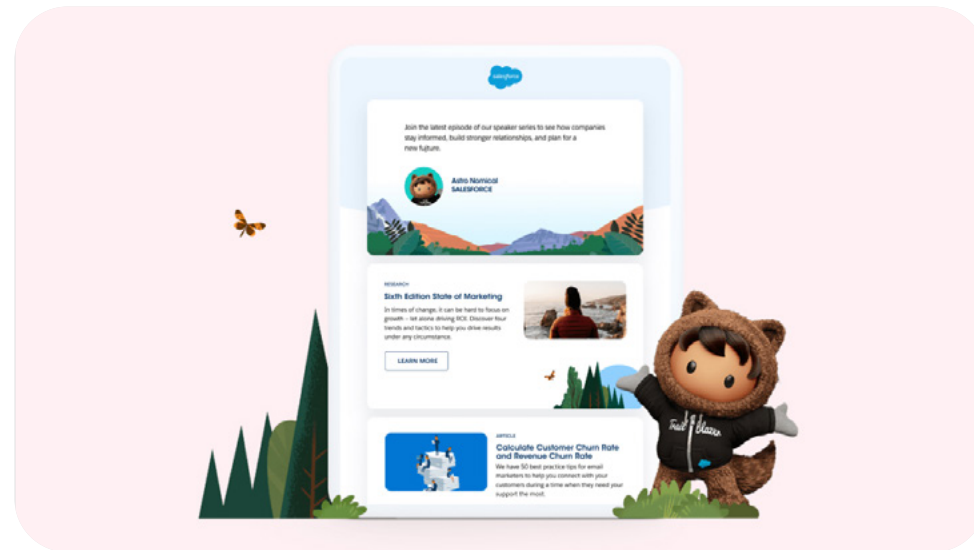|	
Business-to-business (B2B)	20%
Business-to-consumer (B2C)	44%
Business-to-business-to-consumer (B2B2C)	35%

Ready to Learn More?

The Serviceblazer Content Hub

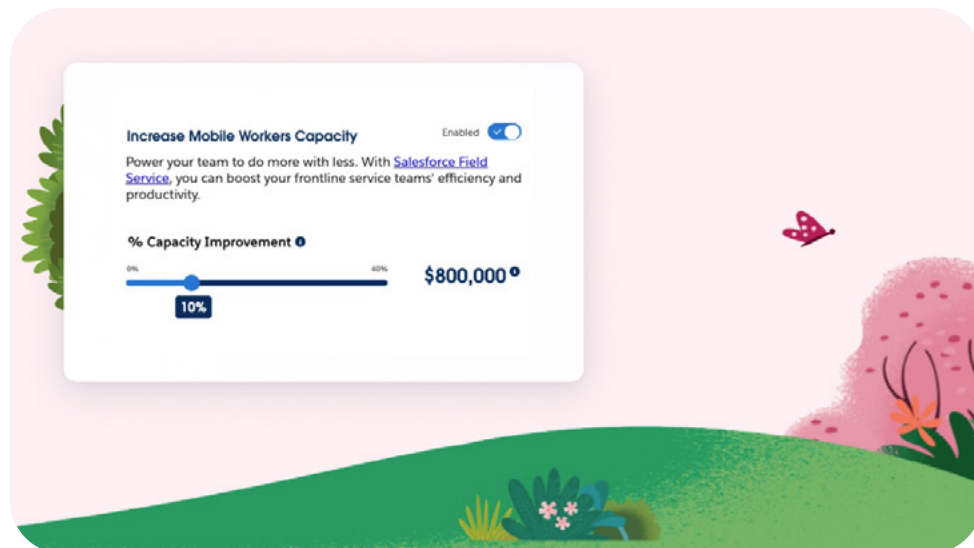Transform your customer support with these helpful resources.

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