

Customer Service & Support 2.0

3 key strategies to improve operational efficiency, customer experience and revenue growth

Redistribute



Remove




Restructure

3 strategies to reimagine customer service and support

Reimagining customer demand for service and support requires an open mind and a new philosophical approach. It's about reshaping demand by removing and redistributing it, allowing service and support operations to become value creators rather than just demand managers.

Instead of spending hours on repetitive interactions, service and support teams should focus on servicing interactions that add value to both the customer and the organization. They should:

- **Remove** interactions that erode customer value.
- **Redistribute** routine interactions from assisted service to self-service.
- **Restructure** assisted service to deliver more value to the customer.



Remove
From managing demand
to reducing demand



Redistribute
From 1:1 to many:many



Restructure
From routine interactions
to value creation

Source: Gartner



Strategy 1

Remove interactions that erode customer value.

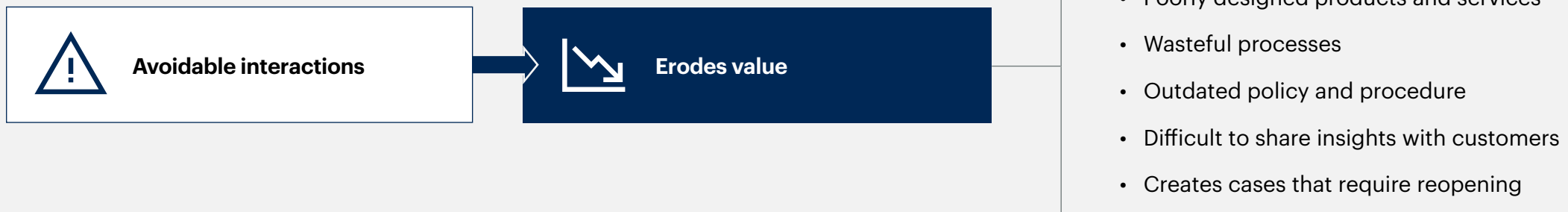
Service leaders predominantly prioritize the management of assisted service interactions

Challenge

Customer service and support leaders often overlook the need to question the necessity of managing interactions in service queues. Surprisingly, 79% of these leaders recognize that a significant portion of customer demand, ranging from 21% to 60%, can be permanently eliminated. However, the practice of removing unwanted demand has been underappreciated and underutilized.

Service and support organizations tend to accept the status quo, managing downstream demand without considering the existence of certain customer service demands. Shifting the focus toward upstream issue remediation and driving customer lifetime value remains an untapped opportunity.

Demand that erodes customer and organizational value



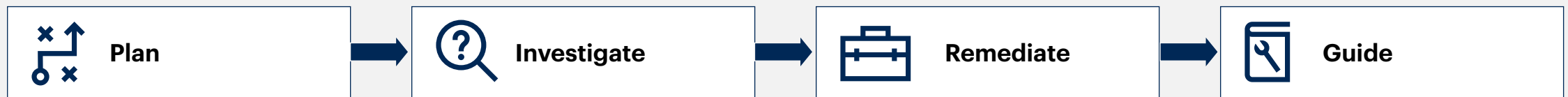
Source: Gartner

Remove value-eroding interactions

Recommended actions

- ✓ Shift customer service focus away from managing value-eroding interactions to eliminating them entirely by quantifying the economic benefits of systematically removing demand.
- ✓ Plan out your removal strategy by appointing a “remove lead” from your team, enlisting executive-level support and establishing a steering committee.
- ✓ Investigate where you can remove demand by quantifying, identifying and classifying your current demand, calculating removal cost savings and conducting root-cause analyses.
- ✓ Remediate areas that produce value-removing demand by establishing a cross-functional team, identifying solutions and developing an action plan.
- ✓ Guide service team members through execution of the action plan by mitigating obstacles, monitoring progress and sharing success with the team and stakeholders.

Remove value-eroding interactions by using the PIRG methodology



Source: Gartner

Strategy 2

Redistribute routine interactions from assisted service to self-service.

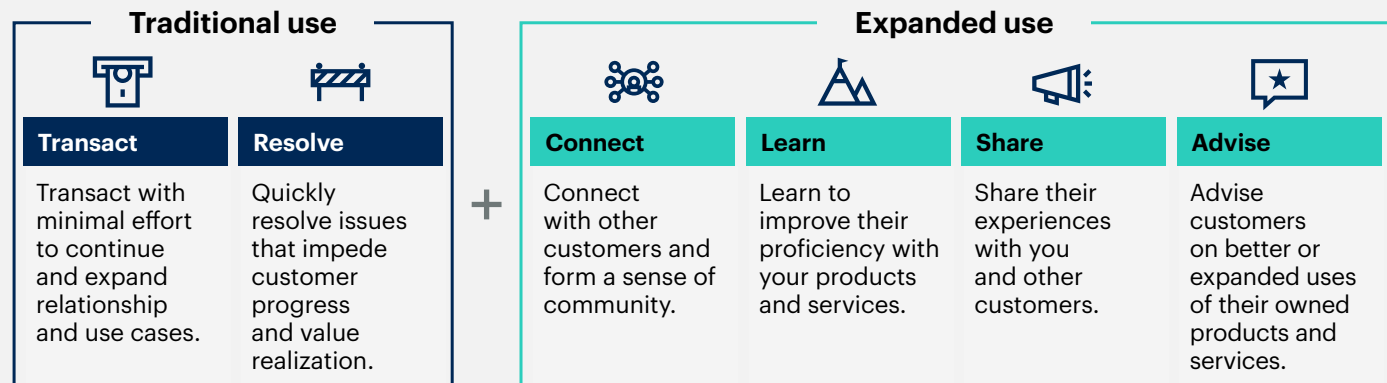


Organizations prioritize assisted service over self-service despite investments

Challenge

Customer service and support leaders face the challenge of adopting a self-service-first mindset. A significant 80% of leaders acknowledge the need to redistribute 20% to 40% of customer demand from assisted to self-service channels. Overcoming this challenge requires moving beyond traditional call deflection and leveraging self-service as a scalable platform for customer engagement and value creation. By understanding the economic benefits and addressing this challenge head-on, service and support leaders can transform their operations, enhance customer experiences and drive business success.

Self-service expanded use cases



Source: Gartner

Expand self-service use to scale customer engagement efforts

Recommended actions

- ☑ Challenge conventional wisdom by expanding your understanding of self-service and using it as a platform to scale customer engagement, resulting in reduced cost to serve, improved customer adoption of products and services, and increased customer lifetime value.
- ☑ Determine which interactions should be redistributed to self-service by analyzing, quantifying and prioritizing customer demand.
- ☑ Redistribute interactions from assisted to self-service by using the **MOVE methodology** to shift your mindset, operate capabilities, vitalize your knowledge programs and measure the effectiveness.

The MOVE methodology is designed to:



Provide necessary guidance to establish a self-service-first **mindset**.



Operate self-service experiences efficiently and deliver the results customers expect.



Vitalize knowledge management programs and culture.



Measure the **effects** of all efforts to shift interactions from one-to-one (assisted service) to one-to-many (self-service).

Source: Gartner



Strategy 3

Restructure assisted service to deliver more value to the customer.

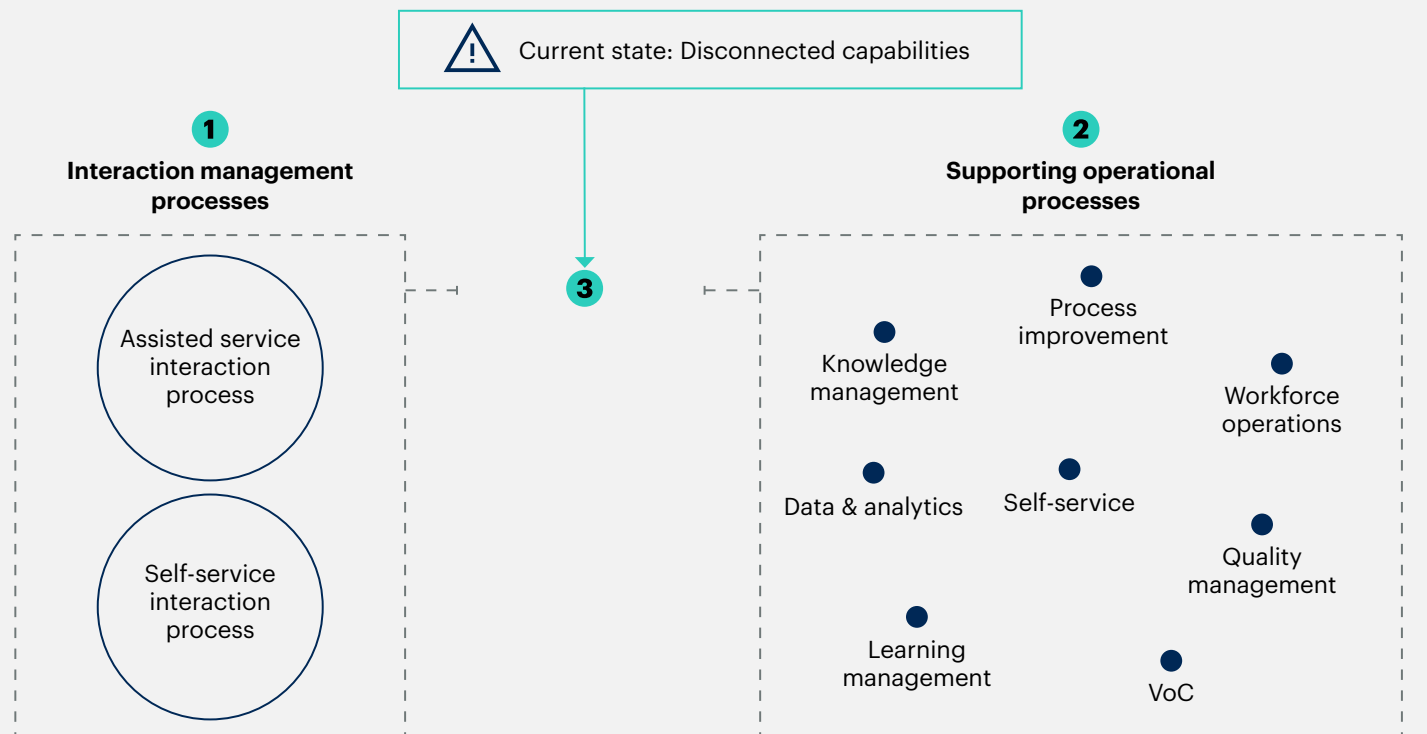
The majority of service organizations today are designed to manage routine interactions

Challenge

As organizations transform customer service and support demand, service leaders face the challenge of restructuring their organization, capabilities and budget to manage increased complexity. This involves rethinking the fundamental structure and distribution of resources.

Two key challenges arise: handling new interaction topics and addressing complex interactions. New interaction topics require navigating uncharted territory without documented resolutions, while complex interactions involve intricate dialogue and context establishment. To effectively support these challenges and the strategies of removal and redistribution, leaders must assess the readiness of their existing capabilities.

Current state operating model

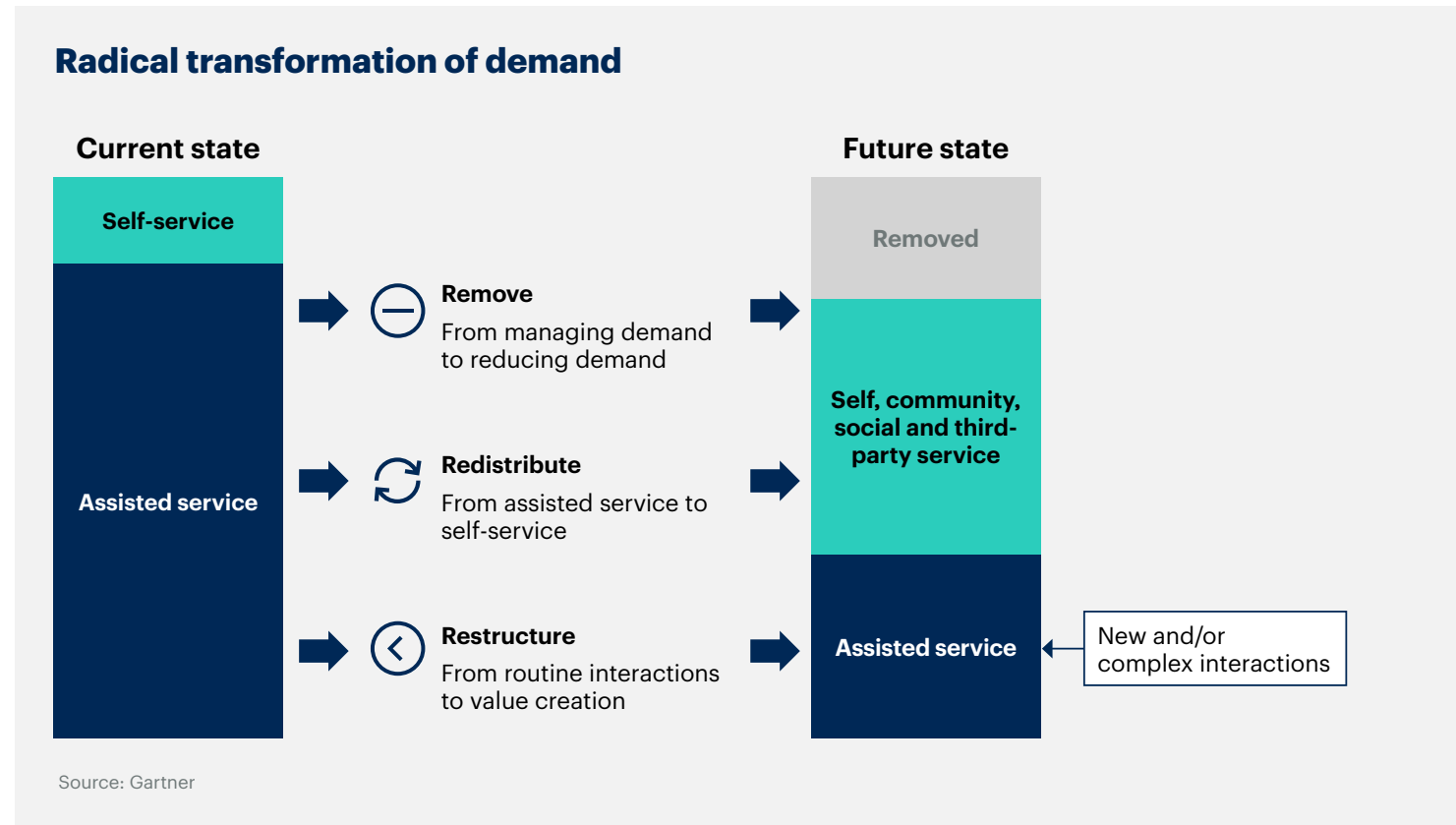


Source: Gartner

Revamp organizational capabilities and budget to effectively handle growing complexity

Recommended actions

- ☑ Understand the impacts of the reimagine strategy and how it will transform customer demand.
- ☑ Develop a broad set of capabilities across strategy, people, process and technology within your organization to effectively deal with more complex interactions.
- ☑ Restructure your organization, creating a center for customer engagement consisting of service strategy and design, service enablement and service delivery to be capable of managing more complex interactions.
- ☑ Recalibrate budgets from a primary focus on assisted service to a more even allocation across the entire center for customer engagement.



How reimagining service and support delivers business benefits



Remove

- **Cost elimination**
- Increased **operational capacity**
- Improved **customer adoption** and proficiency with products and services
- Enhanced **employee productivity**
- **Improved CX**, loyalty and lifetime value



Redistribute

- Improve **customer lifetime value** through enhanced customer retention and growth
- **Reduce cost** to serve
- Improve overall **operating margin**
- Expand **self-service capabilities** to engage customers and drive product/service adoption



Restructure

- Streamline processes to **boost customer satisfaction**
- Optimize **resource allocation** for improved operational efficiency
- **Standardize processes** to ensure consistent service quality
- **Scale efficiently** to meet growing service demand
- Drive **service excellence** with technology and automation

How Gartner helps customer service leaders adapt and stay ahead

Customer service and support organizations must reimagine their future and focus on delivering customer value. The path to the future state requires that leaders remove and redistribute value-eroding interactions, while restructuring their organizations to manage complex interactions and deliver customer value.



Diagnostics and benchmarks



Guides and toolkits



Expert inquiry



Expert research



Live events



Peer connections



Case studies and best practices



Webinars and online learning events



Document reviews

How Gartner supports you as a client*:

Diagnose current state



Assess the current state of your service function with Gartner [B2B Service & Support Metrics Benchmark](#) or the [B2C Service & Support Metrics Benchmark](#).



Leverage Gartner **Tool: Mapping Customer Issues to the Right Service Channel** to identify interactions that should be removed and redistributed.

Develop your plan



Join our **virtual briefing** to learn how to [remove interactions that erode customer value](#).



Uncover how to **reduce cost per resolution** by [redistributing routine interaction from assisted to self-service](#).



Learn how to manage complex interactions and deliver customer value by **restructuring your service and support organization**.

Execute and drive change

Schedule an inquiry with a [Gartner expert](#) to discuss:



- How can we apply this vision to our specific organization?
- How do I get buy-in and build the business case for my vision?
- What pitfalls do I need to consider with such a transformation?
- Who should I work with first when trying to take action against the vision's recommendations?

*Bolded resources are available for Gartner clients only.

Actionable, objective insight

Position your organization for success. Explore these additional complimentary resources and tools for customer service and support leaders:

Already a client?
Get access to even more resources in your client portal. [Log In](#)

Guide

Self-Service Customer Service Success

Uncover 11 foundational capabilities to drive efficiency and customer satisfaction.

[Download Guide](#)



Report

Elevate Your Service Strategy With Customer Behavior Insights

Discover how to revolutionize your customer service strategy.

[Download Report](#)



Guide

Redistribute Customer Service Interactions to Self-Service

Explore how to improve customer lifetime value.

[Download Guide](#)



Tool

Gartner Customer Service & Support Score

Evaluate the effectiveness of your customer service and support function.

[Learn More](#)



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