



Leadership Vision for 2024

**Top 3 Strategic Priorities for
Heads of Customer Service
& Support**

Leadership Vision for Heads of Customer Service & Support in 2024

The evolution of service within product experiences, new advanced AI capabilities and rising customer expectations for self-service are shaping how the best organizations will manage customer service and support in 2024.

In this context, the 2024 top priorities for heads of customer service and support are:

- Identifying customer experience moments that impact customer value
- Aligning the myriad reasons for customer requests with the best-fit service capabilities
- Finding new ways to deliver value in customer interactions

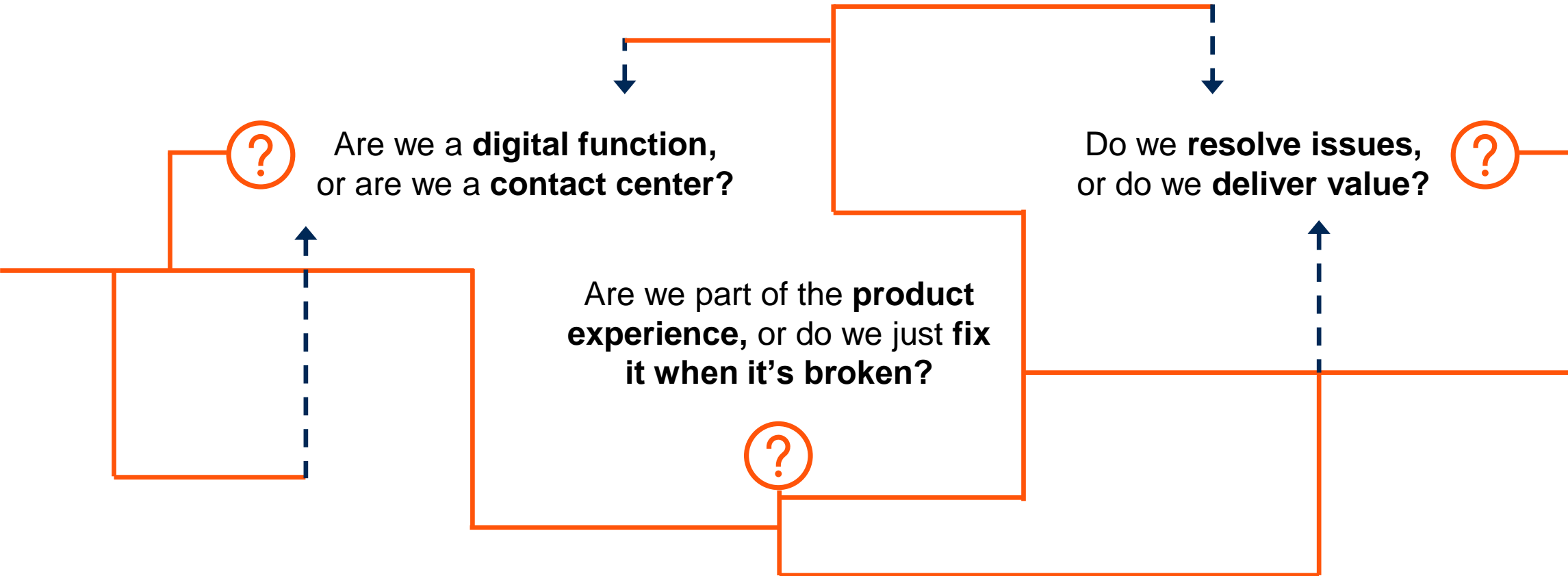
Use this Leadership Vision research to stay ahead of major trends and tackle priorities in the coming year. It's effectively the “storyline” to help steer strategy and discussion with peers and other leaders, and it will help set the stage for consistent messaging.

Key questions addressed:

- ① What are the major trends affecting heads of customer service and support?
- ① What are the top priorities for heads of customer service and support?
- ① What actions should the heads of customer service and support take now to be successful?

A Need to Clarify the Vision: Customer Service

Divergence in strategies creates fractured views of the organization's ambitions and goals.



Source: Gartner

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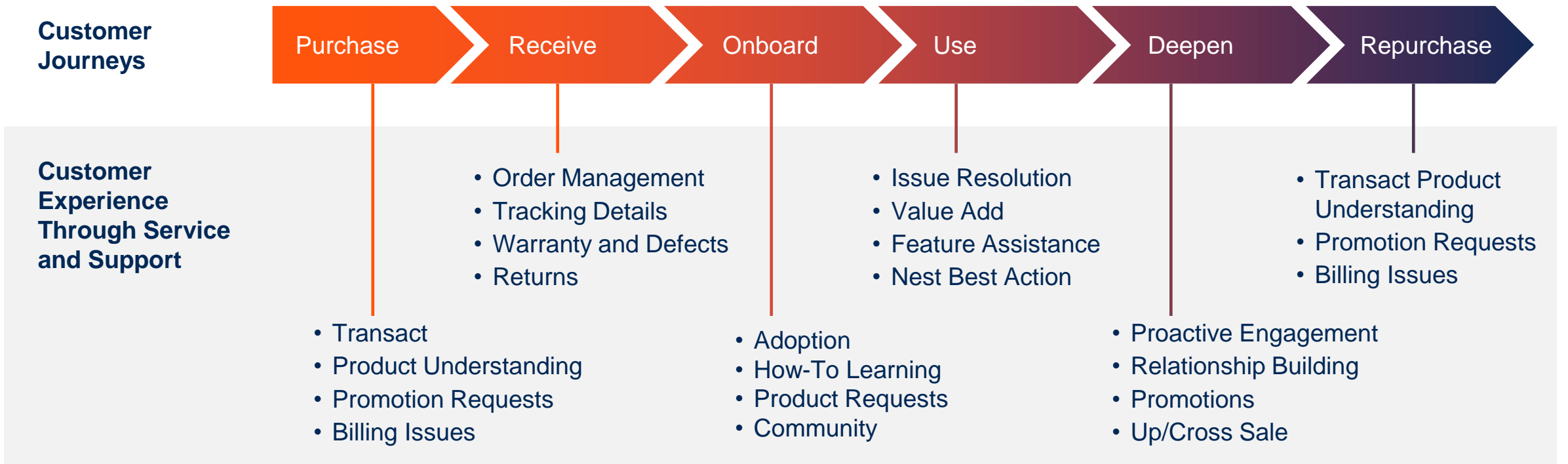
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Service Experiences Are Becoming Indistinguishable From Product Experiences

Companies are increasingly building products that incorporate customer service in product design and life cycle.

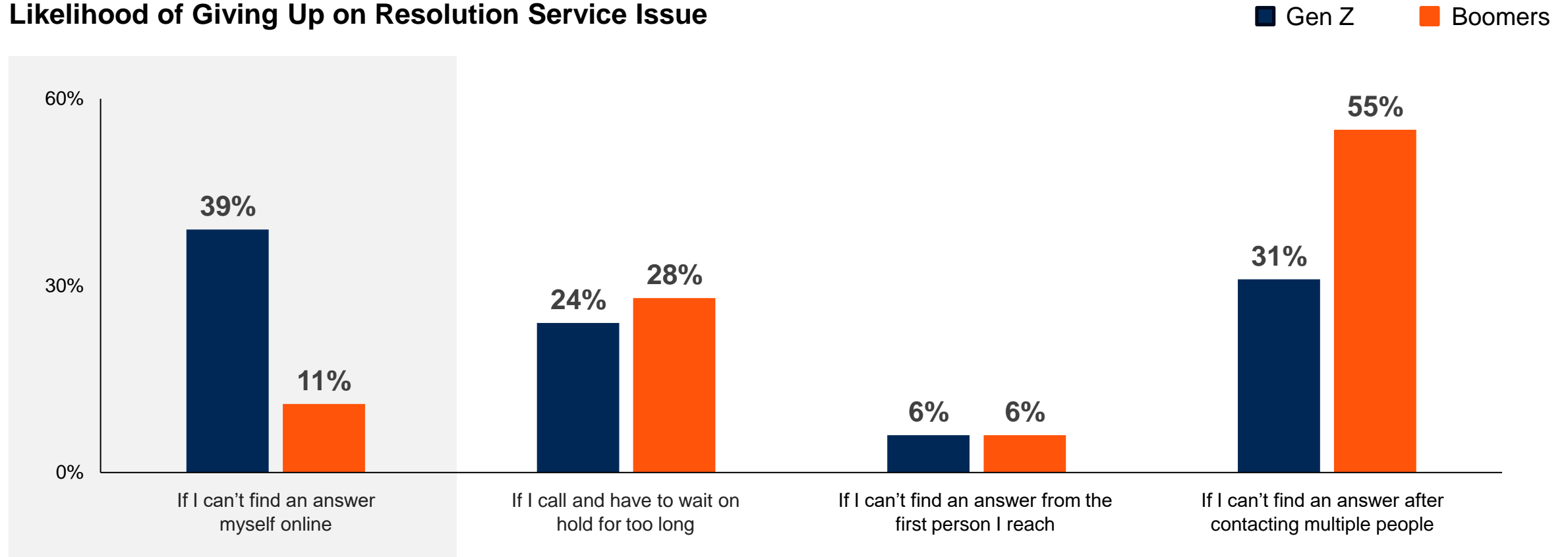
Illustrative Product Life Cycle That Embeds Service Within the Product



Shifts in Customer Behaviors Are Raising Expectations for Self-Service

Forty percent of Gen Z customers will abandon a service issue if they can't resolve it on their own.

Likelihood of Giving Up on Resolution Service Issue



n = 6,138 customers
Source: 2023 Gartner State of the Customer Survey

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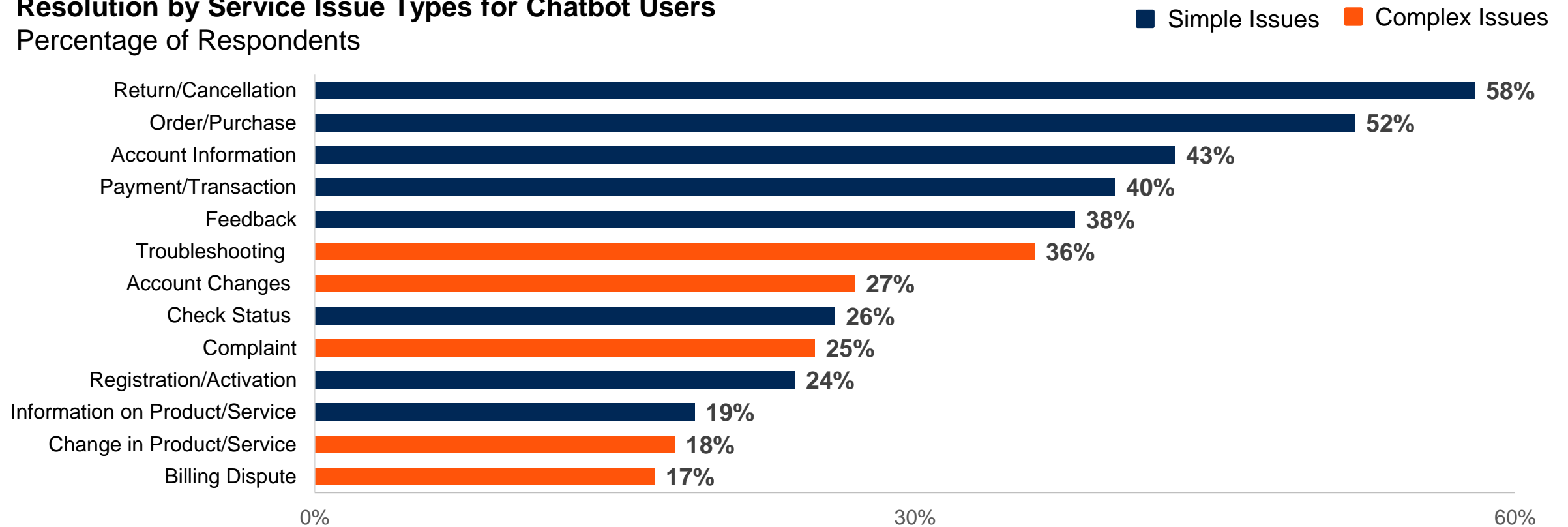
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AI and Automation Are Accelerating the Ability to Self-Serve on More Complex Contacts

The potential for displacing assisted service activities is greater as enterprises focus AI initiatives on improving the customer experience.

Resolution by Service Issue Types for Chatbot Users

Percentage of Respondents

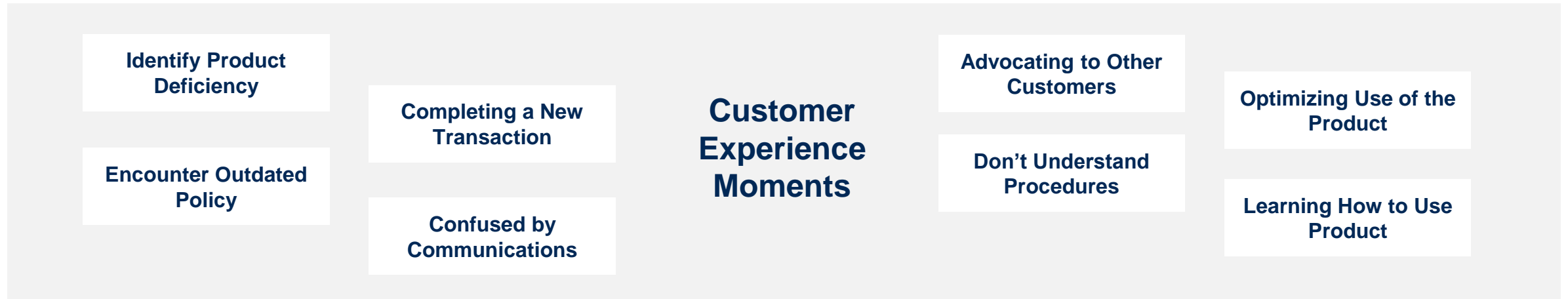


n = 497 customers
Source: 2023 Gartner State of the Customer Survey

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Identify Moments in the Customer Experience That Impact Customer Value

Organizations must know which moments are likely to erode value versus add value.



Moments That Erode Value

- Encounter outdated policy
- Identify product deficiency
- Don't understand procedures
- Confused by communications



Moments That Add Value

- Completing a new transaction
- Learning how to use product
- Optimizing use of the product
- Advocating to other customers



Align the Myriad Reasons for Customer Requests With the Best-Fit Service Capabilities

The reason for a customer to need customer service drives their entire experience and must be addressed at first point of contact.

Illustrative Issue-to-Channel Mapping Exercise

Issue	%	Self-Service				Assisted Service		
		Website	Chatbot	Mobile App	IVR	Phone	Email	Web Chat
Troubleshooting	15%	Best	Average	Average	Poor	Best	Poor	Average
Order/Purchase	11%	Best	Average	Best	Poor	Average	Poor	Average
Payment/Transaction	11%	Best	Average	Average	Best	Average	Poor	Average
Information on Product/Service	10%	Best	Best	Best	Poor	Best	Poor	Average
Complaint	7%	Average	Average	Poor	Poor	Best	Best	Best
Return/Cancellation	7%	Best	Best	Average	Poor	Average	Best	Best

Source: Gartner

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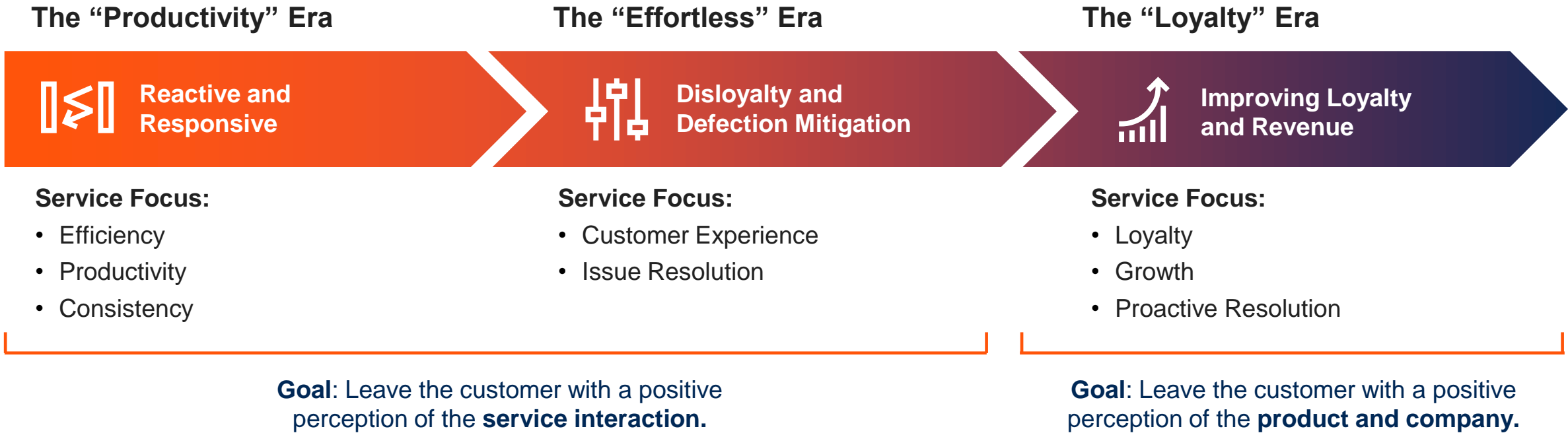
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Find New Ways to Deliver Value in Customer Interactions

With fewer assisted service interactions, customer service organizations are limited to complex, potentially high-value moments.

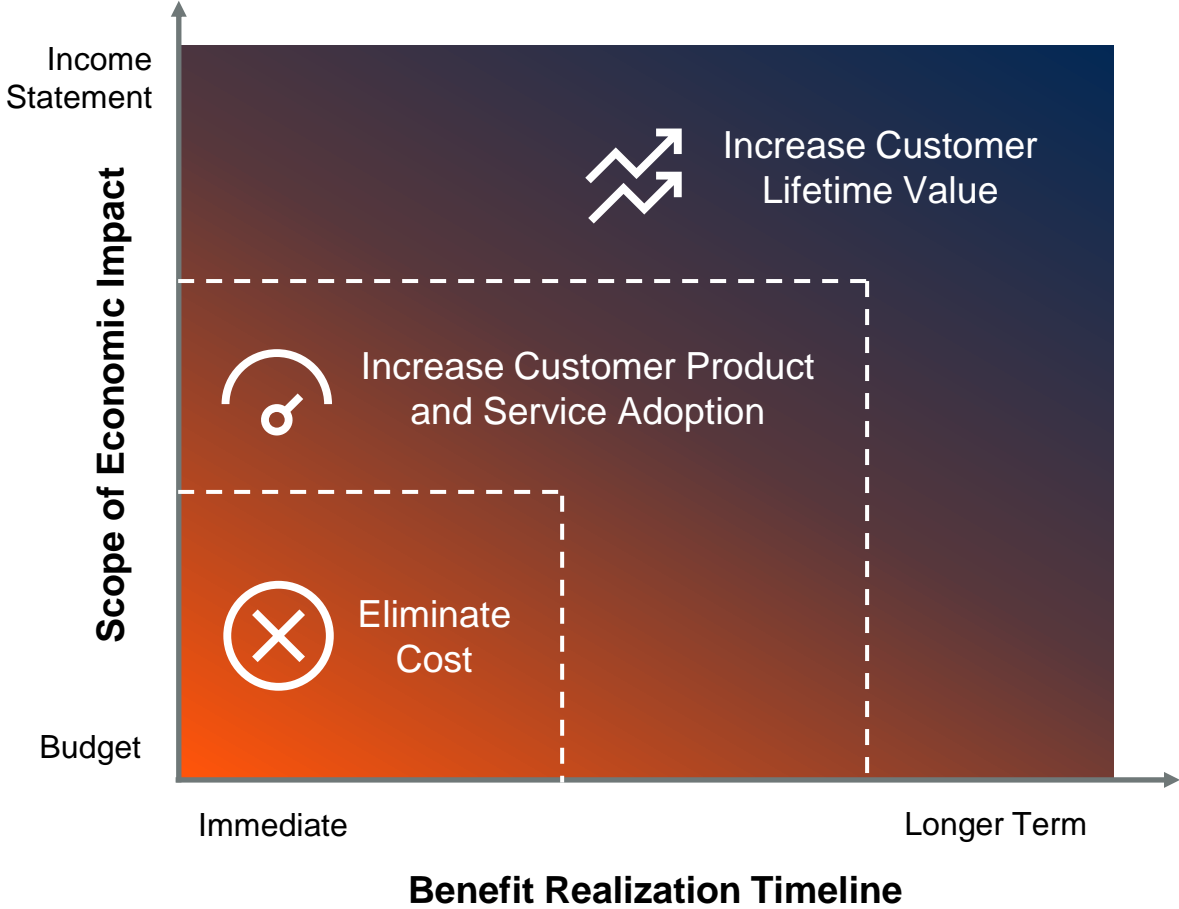
Evolution of Service and Support



Source: Gartner

Eliminate Value-Eroding Issues Upstream to Drive Better Customer Experience Outcomes

Service organizations must use their understanding of the customer to gain influence across other areas of the business and product.



Source: Gartner

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Shift Contacts From Assisted Channels to Self-Service Using Knowledge Management

Improvement requires shifting knowledge to self-service resources, including third-party channels and the product itself.

Redistribute Customer Demand from 1:1 to Many:Many

— Cost
— Scale



Source: Gartner

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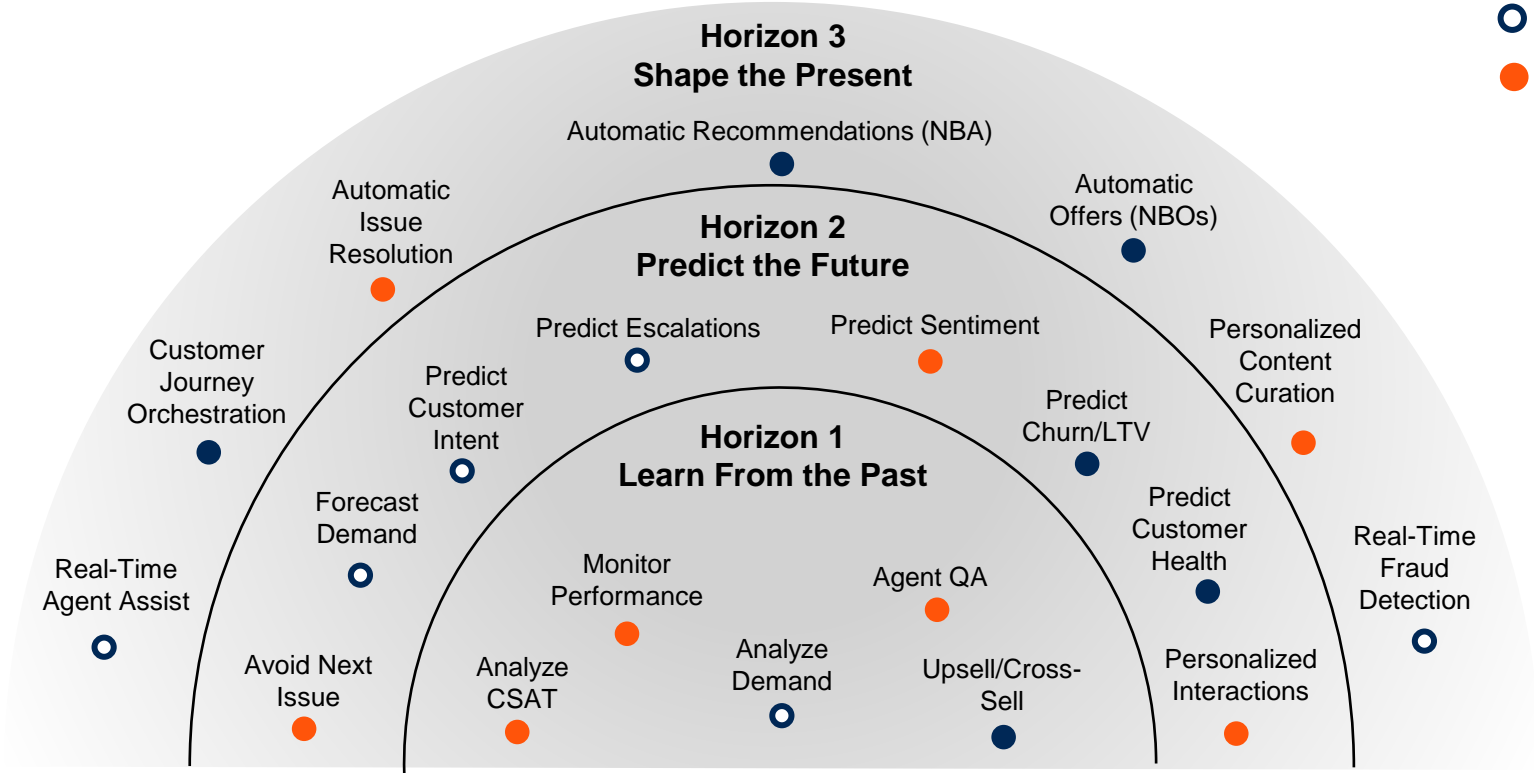
Build Data and Analytics Capabilities for Customer Engagement and Value Creation

Service organizations must maximize business value by using data to drive engagement.

Opportunity Horizon for Customer Service and Support Analytics

Use cases associated with:

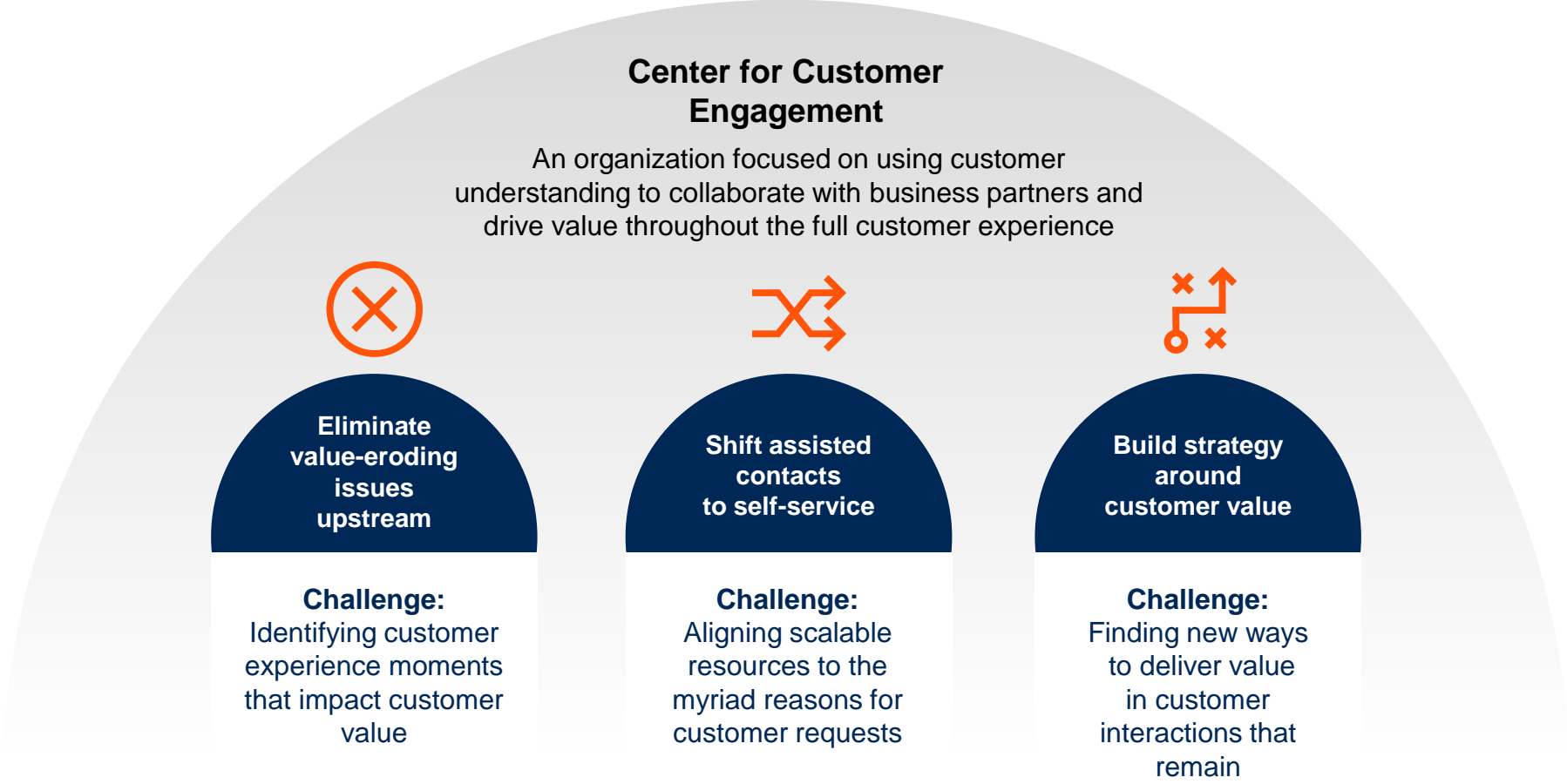
- Revenue
- Cost
- Customer Experience (CX)



Source: Gartner

Leadership Vision Summary


Redefine the mandate of customer service and support beyond a singular focus on resolution to a broader focus on customer engagement.



Source: Gartner

Actionable, objective insight

Position your organization for success. Explore these additional complimentary resources and tools for HR leaders:

Tool 

What Is the Customer Service & Support Score?

Evaluate the effectiveness of your customer service and support function using objective, peer-based performance standards.


[Learn More](#)

Report 

Challenges of Generative AI in Customer Service Workforce Planning

Learn how to adapt your workforce strategy to embrace the transformative influence of generative AI technology.


[Download Report](#)

eBook 

Transform Your Customer Service Experience With Channel Alignment

Learn how to create horizontal customer journeys that will help you improve your customer service experience.

[Download eBook](#)

Template 

Create a Customer Service Strategic Plan

Download your Customer Service Strategic Plan template and learn how to develop a clear, concise and measurable customer service strategic plan.

[Learn More](#)

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

How Gartner Helps Customer Service Leaders Adapt and Stay Ahead

Customer service and support organizations have historically operated as a cost center with a mandate to fix what's broken. Gartner can help transform organizations beyond a focus on issue resolution and establish themselves as a center for customer engagement.



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: Document reviews by experts to assess your current channel strategy and help identify gaps.



Assess the current state of your service function with the Gartner **Customer Service & Support Score** for objective, peer-based performance standards.



Leverage Gartner **Technology Trends in Customer Service & Support** to see how well your organization has kept up with technologies necessary to build new customer engagement capabilities.

Develop your plan: Work with experts to help develop your seamless channel strategy, roadmap and investment strategy.



Accelerate your transformation by understanding the key **Data and Analytics Trends and Opportunities for Customer Service**.



Improve organizational effectiveness by learning how to **Break Down Channel Silos**.



Design service activities that **Boost Customer Loyalty Through Value Enhancement**.

Execute and drive change: Optimize your channel strategy for seamless customer journeys.



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 clients only.

Connect With Us

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