

For: Application
Development
& Delivery
Professionals

Trends 2015: The Future Of Customer Service

by Kate Leggett, March 2, 2015

KEY TAKEAWAYS

Customer Service In 2015 Requires A Focus Beyond Operational Efficiencies

Customer service has historically revolved around the delivery of operational efficiencies. In 2015, companies will continue to focus on delivering differentiated service which will drive higher levels of loyalty and company revenue.

Customer Service Must Be Increasingly Pain-Free

Customers will increasingly explore emerging communication channels, and will expect personalized, proactive, and even preemptive service. Companies must leverage insights from past interactions, transactions, and connected devices to deliver upon these expectations.

The Customer Service Technology Ecosystem Will Consolidate

Delivering customer service involves a set of technologies that fall into three main software categories: queuing and routing, CRM customer service, and workforce optimization. We predict that these software categories will consolidate to facilitate the delivery of better customer service.



Trends 2015: The Future Of Customer Service

Vision: The Contact Centers For Customer Service Playbook

by [Kate Leggett](#)

with [Stephen Powers](#), [Ian Jacobs](#), and Arelai Ephraim

WHY READ THIS REPORT

In the age of the customer, executives don't decide how customer-centric their companies are — customers do. Changes such as the explosion of digital communications, mobility, and insights gained from big data are having a profound impact on customer expectations. This report summarizes the top 10 customer service trends for 2015 that you must pay attention to in order to deliver customer service excellence to retain customers and increase top-line revenue. This is an update of a previously published report; Forrester reviews and updates it periodically for continued relevance and accuracy.

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Notes & Resources

We reviewed Forrester's most recent research in the customer service and CRM solutions space. We also analyzed our most recent inquiries from customer service solution buyers and users, vendors, industry analysts, and the media.

Related Research Documents

[Demands For Effortless Service Must Influence Your Customer Strategy](#)
June 10, 2014

[The Forrester Wave™: Customer Service Solutions For Enterprise Organizations, Q2 2014](#)
April 7, 2014

[TechRadar™ For AD&D Pros: Contact Center Solutions For Customer Service, Q2 2013](#)
April 17, 2013



DIFFERENTIATED SERVICE IS COST EFFECTIVE

In the age of the customer, executives don't decide how customer-centric their companies are — customers do. And providing good customer experiences is a win-win for customers and companies. Customers are more loyal, and loyal customers are more willing to consider another purchase from a company, less likely to switch business to a competitor, and likely to recommend the company to a friend or colleague.¹ For example, the revenue impact from a 10-percentage-point improvement in a company's customer experience score can translate into more than \$1 billion.²

Good service — whether it's to answer a customer's question prior to purchase, or help a customer resolve an issue post-purchase should be pain-free, proactive at a minimum and preemptive at best, deeply personalized, and delivered with maximum productivity. For many companies, this level of service is a cornerstone of their customer engagement strategy. As a result, customer service technology has topped the list in investment priorities this year.³

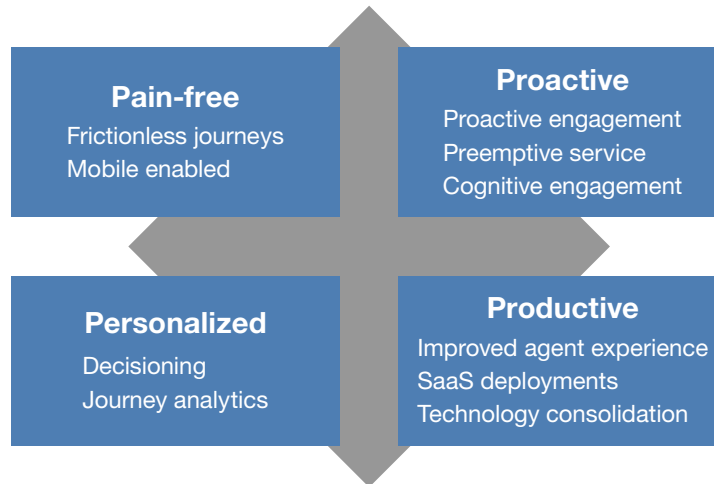
However, customer service organizations still primarily focus on internal operational measures to contain costs, and not on “outside-in” measures tied delivering better customer service, which result in increased revenue and company profitability. As a result, the quality of customer service often misses the mark.

The Ever-Changing Customer Service Vendor Landscape Creates Risk

The contact center technology ecosystem has grown more complex over time as new communication channels and touchpoints become available. In addition, the constant churn of vendor mergers and acquisitions creates new risks for customer service planners.⁴ New service delivery models such as cloud-based offerings present new opportunities for customer service organizations, but it's not clear whether they truly help the enterprise transform its overall customer experience. In addition, organizations that own the various customer service touchpoints historically have not shared the same objectives, reporting structure, funding, business processes, data management strategies, technology, or culture.⁵

Looking ahead, Forrester sees ten trends for 2015 that organizations should take into account as they move the needle on the quality of service they deliver (see Figure 1).

Figure 1 Top Customer Service Trends For 2015



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CUSTOMER SERVICE MUST BE PAIN-FREE

Customers want to feel empowered to get a question answered or an issue resolved at any point during their engagement journey with a company, and expect their service interactions to be painless. Over half of US online consumers will abandon their online purchase if they cannot find a quick answer to their questions, and three-quarters say that valuing their time is the most important thing a company can do to provide them with good service, up six points from 2012.⁶ Customers are often frustrated with the effort that it takes to receive customer service. Forrester data shows that 67% of US online consumers say that they've had unsatisfactory customer service interactions in the past 12 months.⁷

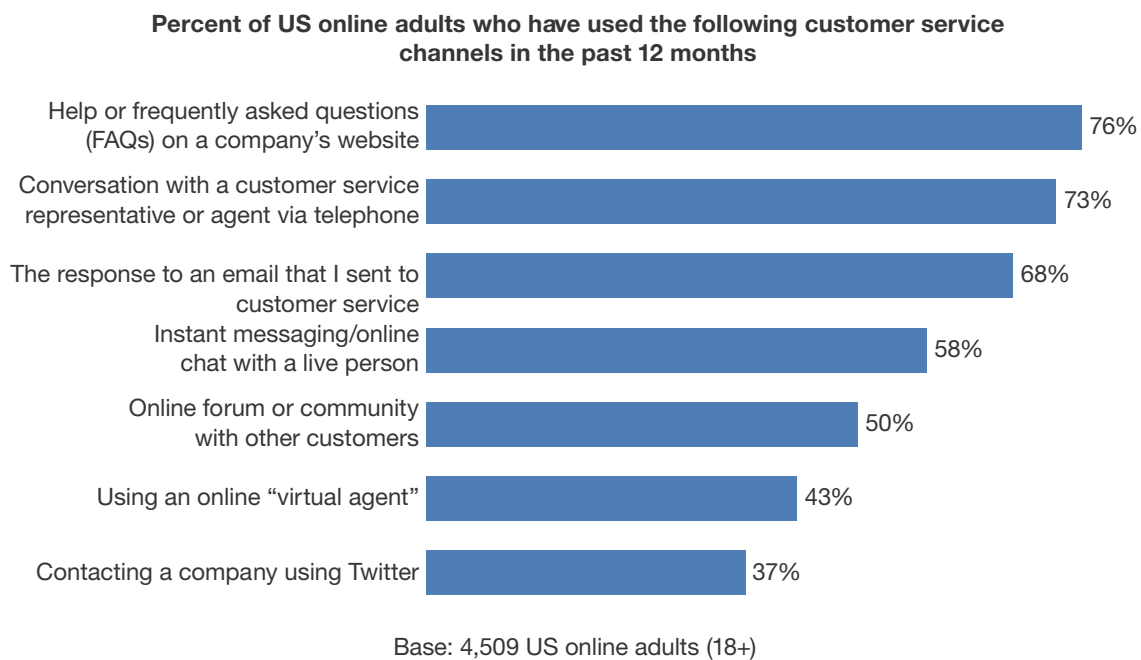
Companies must streamline the process to deliver the right answer to a customer question at the right time in the customer's journey. Pain-free service is a win-win for customers and customer service organizations: Customers are satisfied because service is efficiently delivered at the point of need, upon first contact, and companies are satisfied because they can contain costs.

Trend 1: Customers Will Embrace Emerging Channels To Reduce Friction

Customers want to use a breadth of communication channels — self-service, voice, digital, and social— to interact with a customer service organization, and often start their interactions online.⁸ In our recent survey, we found that web self-service was the most widely used communication channel for customer service, surpassing use of the voice channel for the first time (see Figure 2).

In 2015, we predict that customer service professionals will focus on effortless interactions. They will explore new communication channels such as video chat with screen sharing and annotation as well as remote control of customer devices to perform tasks on the customer's behalf.⁹ And these channels improve the experience. For example, the UK footwear retailer Schuh reports a 4x lift in conversion rates and 10% in average order values for sessions involving video instead of text chat.¹⁰ In addition, Schuh received a 78% Net Promoter Score (NPS) for video compared to 68% for text chat.¹¹ Customer service pros will work on breaking down the communication channel technology silos within and outside of customer service. Customer service organizations will also start to explore new technologies such as real-time authentication based on technologies like voice biometrics to reduce friction.

Figure 2 Consumers Increasingly Use Self-Service Channels For Customer Service



Source: Forrester's North American Consumer Technographics® Customer Life Cycle Survey 2, 2014

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Trend 2: Customer Service Will Adopt A Mobile-First Mindset

As of the end of 2014, almost two billion individuals own a smartphone globally, and the installed base will reach more than five billion by 2019.¹² Today, virtually all customer service vendors offer some mobile customer service capabilities, and many offer robust mobile field-service capabilities. However, customer service mobile applications remain an afterthought.¹³ As a result, for many businesses, their customer service solutions are in the survival phase in terms of maturity and derived business value.¹⁴

In 2015, companies will increasingly focus on mobile customer service interactions and will provide support for value-added mobile usage scenarios. They will provide succinct mobile interactions that can be stopped, restarted, or switched to another device without a loss of context. Companies will also invest in multimodal interactions — for example, navigating a visual interactive voice response (IVR) to streamline the process of connecting to the appropriate customer service agent.

PROACTIVELY AND PREEMPTIVELY ENGAGE YOUR CUSTOMERS FOR SERVICE

Companies are embracing a new type of customer service engagement that relies on customer context, connected device information, and predictive intelligence to generate proactive or at best, preemptive experiences. Proactive outbound communications which notify customers of key events of interest — such as those used by United Airlines or Delta when a flight schedule changes, or Bank of America and Wells Fargo when bank balance changes, or Sprint or Verizon when a bill is due — are the table stakes for all companies. Outbound notifications deflect inbound calls, which reduce costs and boost consumer satisfaction and revenue.

Companies cannot stop at basic outbound notifications. They must integrate outbound communication technology into the contact center to support scenarios where customers want to connect to an agent after receiving a message.¹⁵

Trend 3: Companies Will Explore Proactive Engagement

Proactive engagements anticipate the what, when, where, and how for customers, and prioritize information and functionality to speed customer time-to-completion.¹⁶ For example, customer journeys can be monitored, and insights can be used to proactively trigger an outreach via, for example, an invitation to chat or co-browse, or an offer or coupon, or a multimedia tutorial, at the right time when assistance is required. Snapfish by HP, an online photo service, does just this, and as a result, has seen a 10% increase in average order value, a 48% increase in revenue per chat hour, and a 40% conversion rate for customers who are proactively engaged prior to making a purchase.¹⁷

In 2015, organizations will start to explore proactive engagement primarily for proactive prepurchase engagements. Forward-thinking organizations will explore more sophisticated uses of proactive engagement, such as connecting the best company resource to the customer at the right moment of opportunity. They will use learnings from these proactive engagements to improve operational performance and to predict future customer behavior, such as prediction of future purchases or likelihood of attrition.

Trend 4: Insights From Connected Devices Will Trigger Preemptive Service

Connected devices are expected to proliferate at a rate of 50 billion by 2020.¹⁸ Customer service for these connected devices relies on the right tools and processes to listen and act on received information. Companies are starting to use support automation to preemptively diagnose and fix

issues with minimal human intervention. For example, EMC Isilon remotely monitors its connected clustered file storage hardware in real-time to minimize downtimes, and as a result is able to provide mission-critical, enterprise-customer support to customers like Harvard Medical School, Viacom, and Jaguar Land Rover.¹⁹ Preemptive service wins on all fronts: faster resolution at lower costs, deeply personalized engagements, better planning, and anticipation of future customer needs.

In 2015, the Internet of Things (IoT) will move more closely to being a business reality. Businesses will focus on realizing the benefits of building and servicing smarter products. Companies will have to pay a close eye to emerging interoperability standards: device to network connectivity, data messaging formats that work under constrained network conditions, and data models to aggregate, analyze, and act on the data.²⁰

Trend 5: Knowledge Will Evolve From Dialog To Cognitive Engagement

Web self-service is the most commonly used channel for customer service. In addition, agents rely on knowledge bases to reliably answer customer questions. But traditional knowledge management has downfalls. Knowledge is often difficult to locate, laborious to maintain, and is not often contextual.

In 2015, organizations will look at ways to reduce the manual overhead of knowledge management. They will explore cognitive engagement solutions — interactive computing systems that use artificial intelligence to collect information, automatically build models of understanding and inference, and communicate in natural ways.²¹ Cognitive solutions can make a frontline financial advisor, such as those at Singapore's DBS Bank, smarter and more able to address difficult issues like the impact of a tsunami, war, or tax law change on an investment portfolio. They can also automate knowledge creation, empower agents with deeply personalized answers and intelligence, scale a company's knowledge capability, and uncover new revenue streams by learning about customer needs. And as the Internet of Things matures, cognitive solutions can help preempt service by predicting points of failure.

PERSONALIZE CUSTOMER SERVICE INTERACTIONS

Organizations have long personalized their customer service interactions by providing differentiated experiences for broad customer segments. Now they need to go further, first by delivering the right service experience — either via self-service or agent assisted — to the right user at the right time.

Trend 6: Predictive Analytics Will Power Offers, Decisions, And Connections

The use of decisioning — automatically deciding a customer's or system's next best action — is pervasive in customer service organizations. Rules drive the routing of interactions to the right resource and are used to automatically recommend the right answer to customer questions. Many organizations use a combination of rules and predictive analytics to present personalized cross-sell and upsell offers to customers or to decide whether to present an offer at all based on customer sentiment.

In 2015, organizations will extend the power of predictive analytics to offer service tailored to the customer's profile, historical data of past interactions and transactions, and current situational data such as geographic location, device, and browser.²² They will use predictive analytics to connect a customer to the right customer service agent — such as a top US pharmacy benefits manager did, and as a result, realized lower service costs and improved contact center operating efficiency throughout their internal and outsourced call centers. They will also use it to make better workforce decisions such as hiring, retention, and employee performance.²³

Trend 7: Journey Analytics Will Improve End-To-End Service

Different functional organizations within a company often manage different customer communication channels and touchpoints.²⁴ It's no surprise that 58% of companies inconsistently measure or fail to measure their customer's cross-channel journey.²⁵ Without these measurements, they cannot effectively support a customer throughout their customer service journey. This was the problem that United Airlines faced prior to the Continental merger. Customers would log in to their website, then go to the airport and there was no recollection of what has been previously done — they had to start over in a different experience in a different environment.²⁶

In 2015, customer service organizations will move forward with broader measurement programs for communication channels and touchpoints. This will allow them to understand the cost and success of end-to-end customer journeys and pinpoint areas of addressable pain — something that United did when they redesigned their app to ensure a consistent, persistent, and personalized experience. Measurement programs will also allow organizations to derive insights from their customer behavior — such as an analysis of the variation of journeys by customer segment or issue type — which they can use to better personalize experiences.

FOCUS ON PRODUCTIVITY FOR OPTIMIZED SERVICE

Customer service organizations strive to deliver a differentiated service experience for their customers that adds value to commoditized products and services and achieves customer loyalty. Yet they must provide these differentiated experiences at a cost that makes sense to the business — making efficiency a central concern. Forward-thinking customer service leaders measure productivity and satisfaction of end-to-end customer service processes, which includes both front- and back-office steps.

Trend 8: Improved Agent Experiences Come Into The Spotlight

Customer service agents typically use tens or even hundreds of disconnected applications during their workday. Each of these applications typically has its own unique access requirements and user interface. Agents, especially the new generation, expect consumer look-and-feel (think Facebook) for the applications that they use. They struggle with fatigue from context-switching and interruptions and as a result are less productive and engaged.²⁷

In 2015, organizations will equip their agents with simpler and more modern, automated task-based user interfaces augmented with relevant information to increase their productivity. These improvements will allow agents to focus on solving the customer's issues and delivering differentiated service, instead of struggling with their tool set.

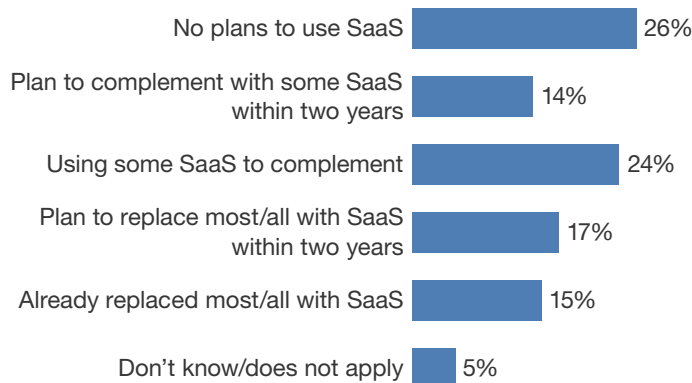
Trend 9: Customer Service Organizations Will Adopt SaaS Solutions For Agility

Forrester data shows that 15% of software decision-makers planning or have already implemented customer service and support have already replaced all or most of their on-premises customer service applications with software-as-a-service (SaaS) solutions, and 24% complement their existing solutions with SaaS (see Figure 3).²⁸ The main benefits of SaaS include increased business agility, speed of deployment, and the ability to quickly introduce innovation. All major customer service vendors now offer a SaaS option. In addition, a new crop of SaaS-first customer service solutions have gained market traction.²⁹

In 2015, customer service organizations will continue replacing or complementing existing solutions with SaaS. Small to mid-sized contact centers will increase their SaaS usage while large contact centers will retain a mix of on-premises and SaaS solutions. Irrespective of the size of the contact center, SaaS will require new ways of thinking about vendor selection, risk tolerance, and organizational skill set requirements.³⁰

Figure 3 More Customer Service Solutions Are Projected To Be Deployed As SaaS Solutions

“What are your firm's plans to use software-as-a-service (SaaS) to complement or replace customer service and support?”



Base: 1,255 software decision-makers who are planning or have already implemented customer service and support (percentages do not total 100 because of rounding)

Source: Forrester's Forrsights Software Survey, Q4 2013

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Trend 10: The Customer Service Technology Ecosystem Will Consolidate

The customer service process involves a set of complex technologies that fall into three main software categories. They are: queuing and routing technologies, CRM customer service technologies, and workforce optimization technologies.³¹ These three software categories are mature, and leading vendors within each category offer robust end-to-end solutions in which many capabilities are commoditized.

Today, the complexity of the technology ecosystem affects the quality of service that can be delivered. We believe that the combination of mature software categories in which vendors are struggling with growth opportunities, the rise of robust SaaS solutions in each category, and rising buyer frustration make for ripe conditions for further consolidation to happen in the marketplace, putting in question the long-term vendor direction of those who will be acquired.

RECOMMENDATIONS

PRAGMATIC EXECUTION IS THE KEY TO SUCCESS

In the age of the customer, where customers own the relationship they have with companies, delivering differentiated customer service becomes a strategic imperative. As companies selectively undertake both small and large customer service projects to move the needle on the quality of service delivered, a solid business case and flawless execution remain critically important.³² To be successful, be sure to:

- **Audit your customer service ecosystem.** Perform a thorough audit of the customer service technologies you use as well as the processes you support across the different communication channels. Understand the maturity of the technologies you have, using Forrester's TechRadar™ for contact center solutions to guide you.³³ Pinpoint newer technologies and business process changes to deliver a better customer service experience.
- **Understand your customer.** Survey your customers to understand how they want to interact with your customer service organization. Use this data to formulate plans to evolve your offering.
- **Pinpoint the best opportunities for improving customer service.** Assess your operations against best practices, and identify areas of opportunity. Use Forrester's best practices framework for customer service that defines the critical capabilities necessary for building high-quality customer service experiences that align with customer expectations.³⁴
- **Build a sound business case.** Be pragmatic in choosing projects to tackle. Build a sound business case using Forrester's Total Economic Impact™ (TEI) methodology to justify your initiative. Then follow best practices in executing your changes.³⁵

- **Incorporate feedback loops.** Continually measure the success of customer service interactions against cost and satisfaction goals. Look for ways to evolve customer service in a way that it stays aligned with your company's overarching goals and mission.
-

SUPPLEMENTAL MATERIAL

Methodology

Forrester conducted its North American Consumer Technographics Customer Life Cycle Survey 2, 2014 as an online survey fielded in August 2014 of 4,546 US individuals ages 18 to 86. For results based on a randomly chosen sample of this size, there is 95% confidence that the results have a statistical precision of plus or minus 1.5% of what they would be if the entire population of US online adults (defined as those online weekly or more often) had been surveyed. Forrester weighted the data by age, gender, income, broadband adoption, and region to demographically represent the adult US online population. The survey sample size, when weighted, was 4,509. (Note: Weighted sample sizes can be different from the actual number of respondents to account for individuals generally underrepresented in online panels.) Please note that respondents who participate in online surveys generally have more experience with the Internet and feel more comfortable transacting online.

Forrester's Forrsights Software Survey, Q4 2013, was fielded to 2,074 IT executives and technology decision-makers located in Canada, France, Germany, the UK, and the US from SMB and enterprise companies with two or more employees. This survey is part of Forrester's Forrsights for Business Technology and was fielded during October 2013 and November 2013. ResearchNow fielded this survey online on behalf of Forrester. Survey respondent incentives include points redeemable for gift certificates. We have provided exact sample sizes in this report on a question-by-question basis.

Forrester's Business Technographics provides demand-side insight into the priorities, investments, and customer journeys of business and technology decision-makers and the workforce across the globe. Forrester collects data insights from qualified respondents in 10 countries, spanning the Americas, Europe, and Asia. Business Technographics uses only superior data sources and advanced data-cleaning techniques to ensure the highest data quality.

We have illustrated only a portion of survey results in this document. To inquire about receiving full data results for an additional fee, please contact Forrsights@forrester.com or your Forrester account manager.

ENDNOTES

- ¹ Years of Forrester data confirm the strong relationship between the quality of a firm's customer experience (CX) and customer loyalty. We built three simple models to estimate the impact that customer experience has on three loyalty measures: willingness to consider the company for another purchase, likelihood to switch business, and likelihood to recommend. See the March 27, 2014, "[The Business Impact Of Customer Experience, 2014](#)" report.
- ² To help customer experience professionals prove the business value of a better enterprise customer experience, we built simple models that show how revenue increases when a company's Customer Experience Index score goes up. Our models show that the benefits are significant across all 13 industries we looked at. Wireless carriers and airlines have the largest potential upside: more than \$1 billion. Customer experience professionals should use the interactive models in this report to estimate the range of benefits their firm might see. See the March 27, 2014, "[The Business Impact Of Customer Experience, 2014](#)" report.
- ³ Source: Forrester's Forrsights Software Survey, Q4 2013 of 2,047 software decision-makers find that investments in customer-facing technologies top the list in 2014, with 38% of survey respondents investing in sales technologies, 32% investing in customer service technologies, and 25% investing in marketing technologies.
- ⁴ In recent years, there has been continued consolidation and turmoil in the customer service solutions landscape. Vendors have acquired direct competitors to fill in gaps in their offerings. More importantly, vendors have acquired companies in adjacent spaces to broaden their customer engagement management capabilities and offerings. See the April 7, 2014, "[The Forrester Wave™: Customer Service Solutions For Enterprise Organizations, Q2 2014](#)" report.
- ⁵ Siloed governance processes around applications, business units, and channels are a root cause for poor customer service. See the December 17, 2014, "[Better Governance Leads To Better Customer Service — Yes, Really!](#)" report.
- ⁶ Fifty-five percent of US online adults are likely to abandon their online purchase if they cannot find a quick answer to their question. In addition, 77% say that valuing their time is the most important thing a company can do to provide them with a good online customer service, up six points from 2012. See the June 10, 2014, "[Demands For Effortless Service Must Influence Your Customer Strategy](#)" report. Source: Forrester's North American Technographics Customer Experience Survey, 2013 and Forrester's North American Technographics Customer Experience Online Survey, Q4 2012 (US).
- ⁷ Source: Forrester's North American Technographics Customer Experience Survey, 2013.
- ⁸ Thirty-eight percent of US online consumers prefer online customer service over speaking to a person on the phone. Source: Forrester's North American Technographics Customer Experience Online Survey, 2013.
- ⁹ An example of video chat with screen sharing, annotation, and remote control is Amazon's Mayday service. This helps contextualize interactions, provides in-person support at scale, and turns tech support cost centers into potential profit centers. It's an outside-in approach to customer support and ended up elevating its customer experience. See the November 20, 2013, "[Quick Take: Amazon's Mayday Turns Customer Support Into Customer Experience](#)" report.

- ¹⁰ Video chat is selectively used for prepurchase support. See the April 23, 2014, "[See Me, Serve Me: Video Chat For Customer Service Starts To Take Hold](#)" report.
- ¹¹ Net Promoter and NPS are registered service marks, and Net Promoter Score is a service mark, of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.
- ¹² Source: Forrester Research World Mobile And Smartphone Adoption Forecast, 2014 To 2019 (Global).
- ¹³ Major customer service solutions offer mobile capabilities to varying degrees of completeness of solution. See the April 7, 2014, "[The Forrester Wave™: Customer Service Solutions For Enterprise Organizations, Q2 2014](#)" report.
- ¹⁴ Forrester ranks mobile customer service solutions in the survival phase in an assessment of the maturity and business value derived of 24 contact center solutions for customer service. Mobile customer service solutions are hampered by the number of mobile form factors and operating systems to support, the changing vendor landscape, and the choice of value-add use scenarios to deploy. Once these early adoption issues are solved, new quantifiable case studies will come to light, confidence will go up, and mobile customer service's value will be realized. See the April 17, 2013, "[TechRadar™ For AD&D Pros: Contact Center Solutions For Customer Service, Q2 2013](#)" report.
- ¹⁵ Proactive outbound communications embrace the agile customer journey by allowing customers to interact with an agent after receiving an outbound message. See the February 7, 2012, "[Update 2012: Proactive Outbound Notification Saves Money](#)" report.
- ¹⁶ The emergence of powerful mobile devices, connected sensors, and open application programming interfaces (APIs) makes it possible to deliver a new type of customer experience known as proactive experiences. These experiences change the way customers relate to and engage with services by closing the gap between problem and solution, integrating siloed information and services, and personalizing experiences based on context. See the November 20, 2013, "[Anticipate Your Customer's Next Move With Proactive Experiences](#)" report.
- ¹⁷ Snapfish by HP, an online photo service, a chat solution to target high-value customers for chat and gain insights from chats to improve customer experience. Results include a 10% increase in average order value, 87% customer satisfaction, a 48% increase in revenue per chat hour, and a 40% conversion rate for live chat. See the October 2, 2014, "[The Six Key Elements Of Proactive Chat](#)" report.
- ¹⁸ Source: "More Than 30 Billion Devices Will Wirelessly Connect to the Internet of Everything in 2020,"ABI Research, May 9, 2013 (<https://www.abiresearch.com/press/more-than-30-billion-devices-will-wirelessly-conne>).
- ¹⁹ EMC Isilon, a division of EMC, sells clustered file storage hardware and software. It remotely monitors events and alerts from its installed products in real time. Upon receiving an alert, for example from a failing disk drive, engineers diagnose the issue remotely and dispatch replacement parts if needed. By leveraging their connected product infrastructure and proactive notifications, EMC optimizes the time to resolution of issues and reduces down times. See the July 23, 2014, "[The Modern CRM](#)" report.

- ²⁰ No overarching standard is likely to emerge for the IoT soon. The marketplace will dictate when the tipping point for a major standard or protocol is reached — most likely driven by developer, consumer, and/or business adoption, not industry standards bodies. See the July 24, 2014, “[Brief: Bringing Interoperability To The Internet Of Things](#)” report.
- ²¹ Cognitive engagement solutions augment peoples’ capabilities, scale knowledge capability, and automate repeatable activities. Cognitive systems are creeping into commercial relevance beginning with high-end customer engagement applications in financial services, healthcare, and retail, and will become ubiquitous in mainstream scenarios as the Internet of Things matures. See the July 1, 2014, “[Cognitive Engagement: A New Force Of Creative Destruction](#)” report.
- ²² Three key types of data inputs power contextualization: profile data — who the customer is; historical data — what the customer did in the past; and situational data — what’s happening with the customer now. These inputs can provide location targeted content, and service experiences. See the January 13, 2014, “[Advance To Next-Generation Personalization](#)” report.
- ²³ Workforce optimization technologies use predictive analytics to make better workforce decisions. See the August 27, 2014, “[Predictive Analytics Can Infuse Your Applications With An ‘Unfair Advantage’](#)” report.
- ²⁴ For example, 81% of eBusiness and channel strategy executives own the web self-service touchpoints, and 58% own the mobile channel. See the December 15, 2014, “[Choose The Right Customer Service Solution For Your Business](#)” report.
- ²⁵ Thirteen percent of companies do not track what happens during customer interactions; 45% sporadically or inconsistently track what happens during customer interactions. See the March 22, 2013, “[The State Of Customer Experience Management, 2013](#)” report.
- ²⁶ Digital has already disrupted the travel industry — and more wrenching disruption is on the way. “The expectations of consumers are rapidly outpacing pretty much anyone in the airline space,” said Scott Wilson, vice president of merchandising and eCommerce at United Airlines. “Consumers now see technology as the preferred way to interact with their travel brands, and they want to be able to do more things, more seamlessly, more quickly, through the devices they have in their pocket, or at home, or wherever.” Wilson told the forum audience how United is responding. See the April 25, 2014, “[Lessons In Leading The Digital Business Revolution](#)” report.
- ²⁷ Technology intended to make knowledge workers more effective actually distracts, drains, and demotivates. Modern technology should support customer service agents, not impede their flow. See the July 14, 2014, “[A Crisis Of Attention: Technology, Productivity, And Flow](#)” report.
- ²⁸ Source: Forrester’s Forrsights Software Survey, Q4 2013.
- ²⁹ Examples include Conversocial, Get Satisfaction, FuzeDigital, MindTouch, and Zendesk.
- ³⁰ SaaS solutions support a faster, more agile approach to enabling new business capabilities. However, customers face reduced benefits as the number of SaaS solutions grow and the risks become clearer. See the August 5, 2014, “[Five Best Practices For SaaS Governance](#)” report.

- ³¹ The heart of the contact center is comprised of a set of complex technologies needed to deliver quality service and drive revenue. These technologies fall into three main software categories: queuing and routing, customer relationship management (CRM) customer service, and workforce optimization (WFO). See the June 20, 2014, “[Vendors Battle For the Heart Of The Contact Center](#)” report.
- ³² Forrester’s contact centers for customer service playbook outlines four steps for AD&D professionals who want to optimize and innovate with customer service operations: 1) discover: establish the value of customer service; 2) plan: set the right strategy; 3) act: execute the strategy with precision; and 4) optimize: measure and improve operations. See the November 11, 2014, “[Transform The Contact Center For Customer Service Excellence](#)” report.
- ³³ Forrester uses the TechRadar™ methodology to make projections for more than a decade into the future of the use of technologies in a given category. We make these predictions based on the best information available at a given point in time. Forrester intends to update its TechRadar™ assessments on a regular schedule to assess the impact of future technical innovation, changing customer and end user demand, and the emergence of new complementary organizations and business models. See the April 17, 2013, “[TechRadar™ For AD&D Pros: Contact Center Solutions For Customer Service, Q2 2013](#)” report.
- ³⁴ Use Forrester’s best practices framework and assessment tool for customer service to understand how your organization stacks up against more than 150 best practices that drive customer retention, customer loyalty, reduced cost, and increased revenue. Use the framework to define strategy, gain executive buy-in, build stakeholder consensus, manage customer service agents more effectively, and select the right technologies for loyalty-creating customer experiences. See the October 2, 2014, “[Assess Customer Service Capabilities To Pinpoint Opportunities For Better Service](#)” report.
- ³⁵ Forrester’s Total Economic Impact™ methodology helps customer service leaders make better decisions by helping them quantify, communicate, and realize the complete business value of a technology investment. See the October 23, 2014, “[Win Funding For Your Customer Service Project](#)” report.

About Forrester

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Forrester Focuses On Application Development & Delivery Professionals

Responsible for leading the development and delivery of applications that support your company's business strategies, you also choose technology and architecture while managing people, skills, practices, and organization to maximize value. Forrester's subject-matter expertise and deep understanding of your role will help you create forward-thinking strategies; weigh opportunity against risk; justify decisions; and optimize your individual, team, and corporate performance.

« ANDREA DAVIES, client persona representing Application Development & Delivery Professionals