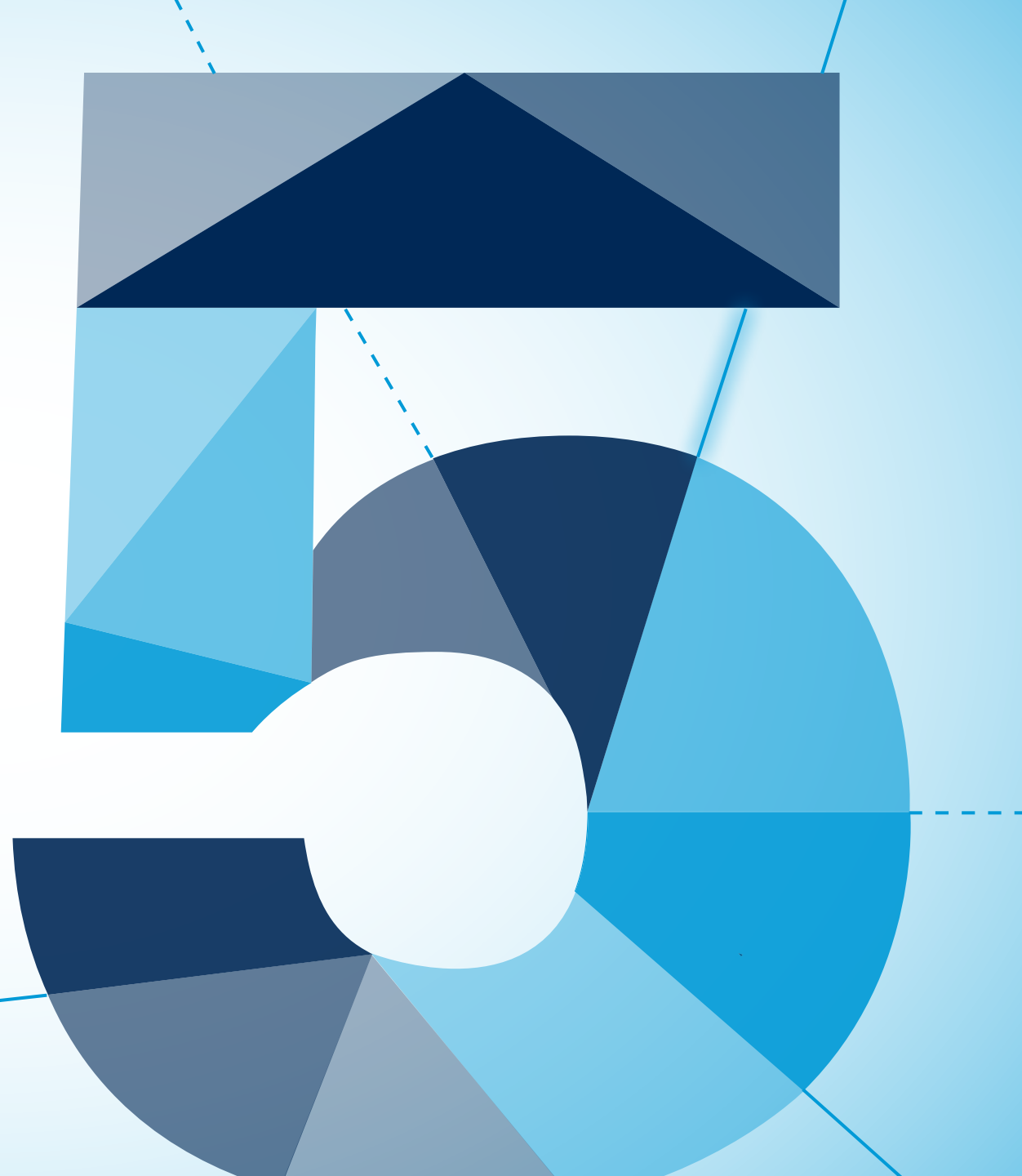


Gartner®

Top 5 Priorities for Customer Service in 2025

Actionable insights to navigate challenges
and drive business impact

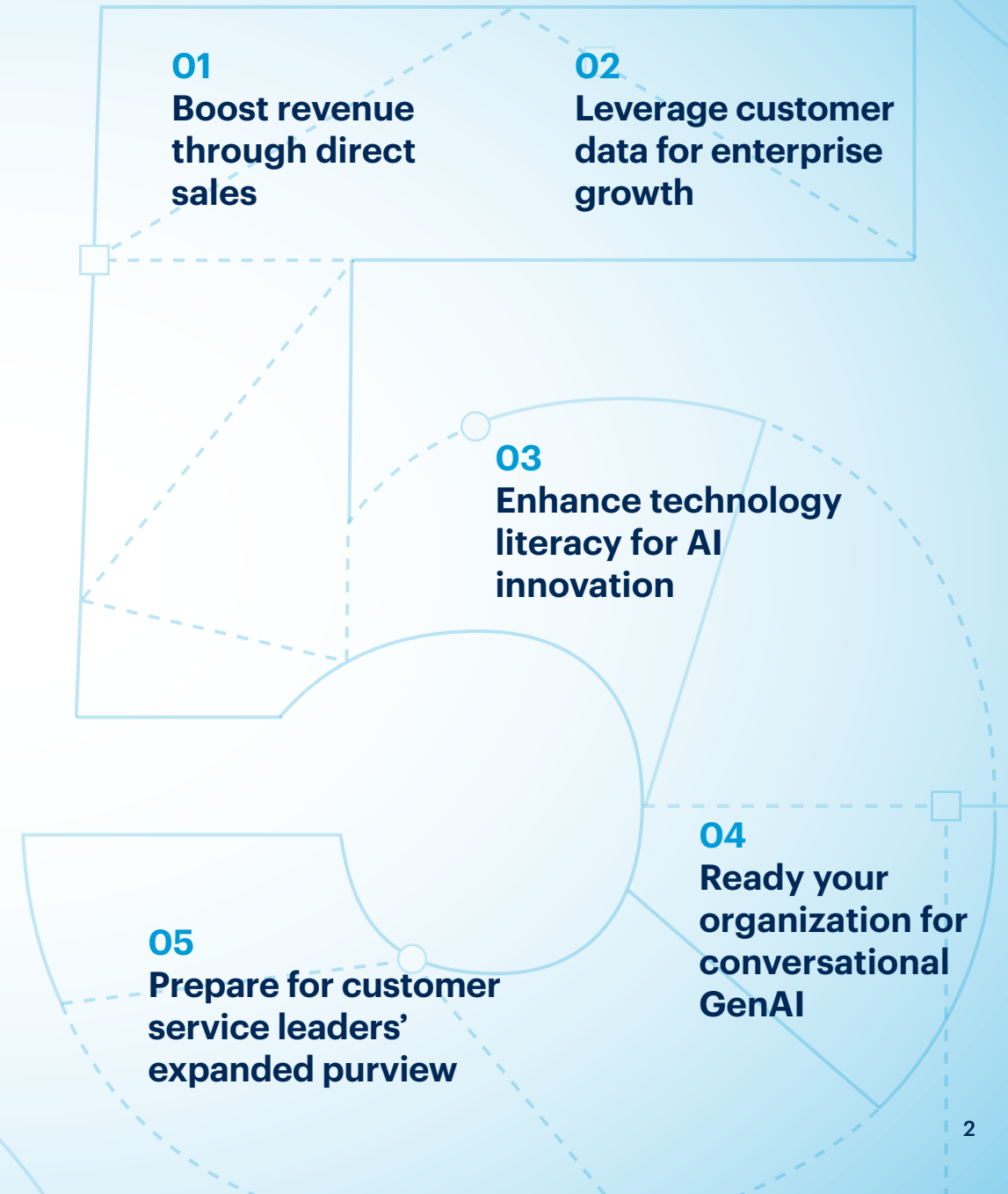


Top 5 priorities for customer service leaders in 2025

In the wake of ChatGPT's release in late 2022, customer service and support leaders' priorities have undergone a rapid transformation.

Many leaders find themselves straddling two different contexts. Their more familiar context is focused on cost cutting, operational efficiency and process implementation. Their new context is focused on growth strategy, customer experience and technology innovation. The effect can be destabilizing. When leaders are presenting to their CFO, they may feel like their highest calling is incremental productivity gains. When they're collaborating with the company's head of AI, they may feel poised to reinvent customer engagement and promote enterprise growth.

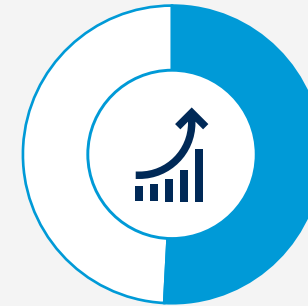
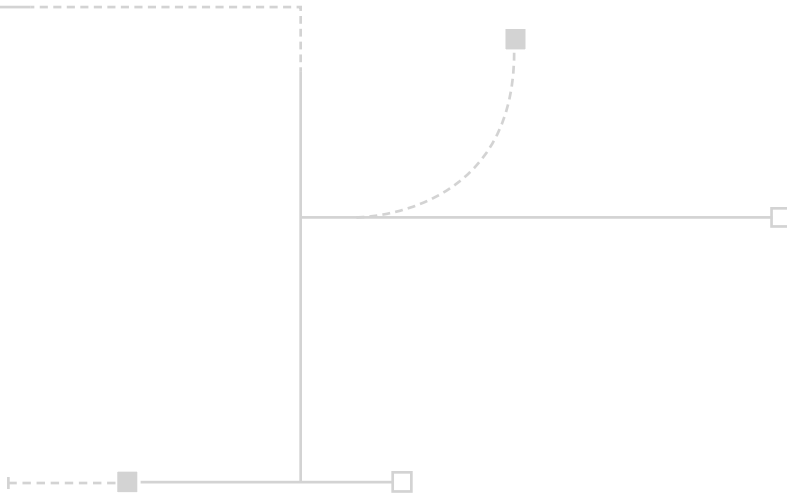
Amid this period of rapid change, customer service and support leaders need reliable data to benchmark their plans and priorities against those of their peers. This report aims to provide that benchmarking data, as well as actionable recommendations as you confront new challenges in 2025.



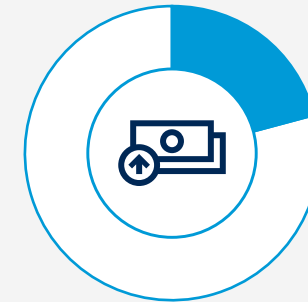
Priority 01

Boost revenue through direct sales

Generating revenue, including through upselling, cross-selling, account expansion and renewal, will be an advantageous way for some customer service leaders to support enterprise growth and establish the value of the customer service function in 2025.

**51%**

of service and support leaders indicated that increasing revenue will be more of a priority in 2025 than in 2024.

**21%**

of service and support leaders indicated that their top priority for 2025 is increasing revenue by generating sales.

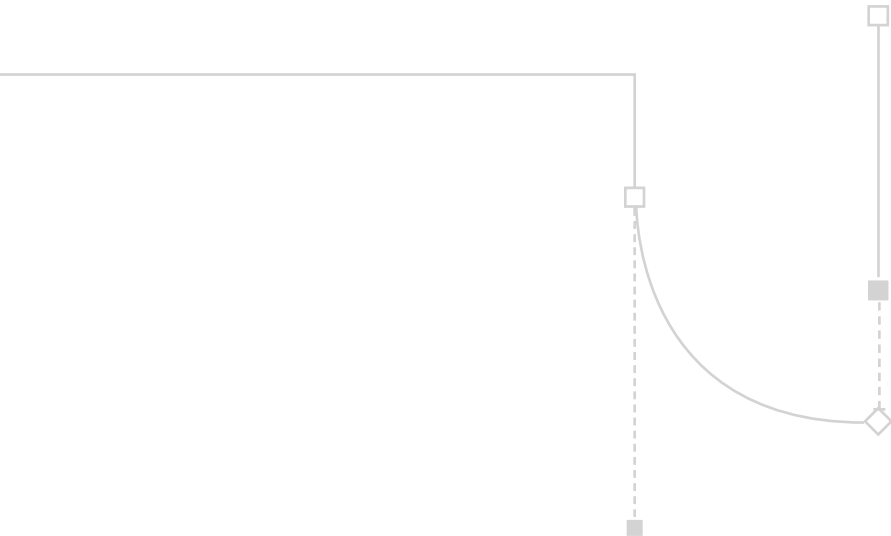
n = 187
Source: Gartner

!Challenge:

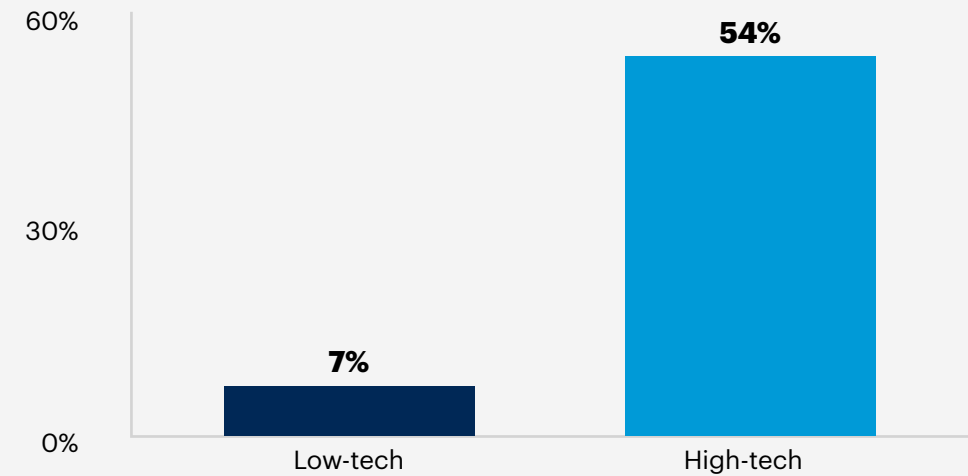
Knowing when and how to sell

Key challenge:

Poorly timed sales pitches can damage customer relationships, especially if frontline agents lack the necessary training, data and technology to make context-appropriate recommendations.



Probability the rep agrees systems help with upselling/cross-selling



Source: Gartner

Agents in high-tech environments are more likely to report that technology helps them with upselling and cross-selling.

Augment agents' ability to sell

**Tool to get started:**

[Reevaluate Your Customer Service and Support Metrics](#)

Prioritize service, not selling:

Train agents to earn customers' trust. Then they can decide whether an additional product or service would be aligned with a customer's interest.

Use metrics that drive desired outcomes:

Create incentive structures that encourage sales while still prioritizing the customer experience. Implement quality assurance metrics to ensure ethical sales practices.

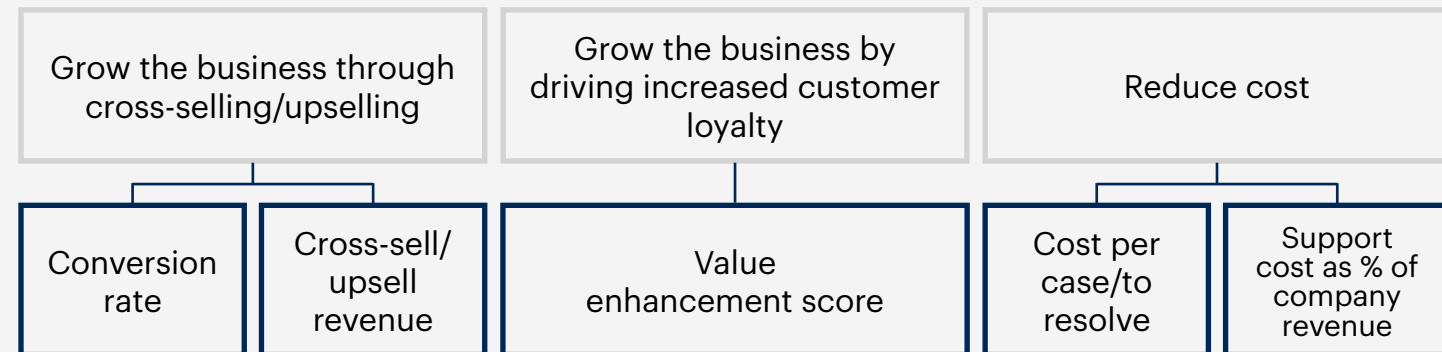
Use technology to support agents:

Utilize sentiment analysis and conversational analytics to understand customers' contexts and identify optimal moments for upselling and cross-selling.

Examples of strategic metrics for customer service and support



Source: Gartner



Priority 02

Leverage customer data for enterprise growth

Increasing revenue through direct sales is only one way that customer service and support leaders plan to support enterprise growth in 2025. They will also harness the capabilities of sophisticated customer journey analytics tools to capture nuanced data about customers' experiences. They will share these insights with the rest of the business in ways that improve a company's products and services.

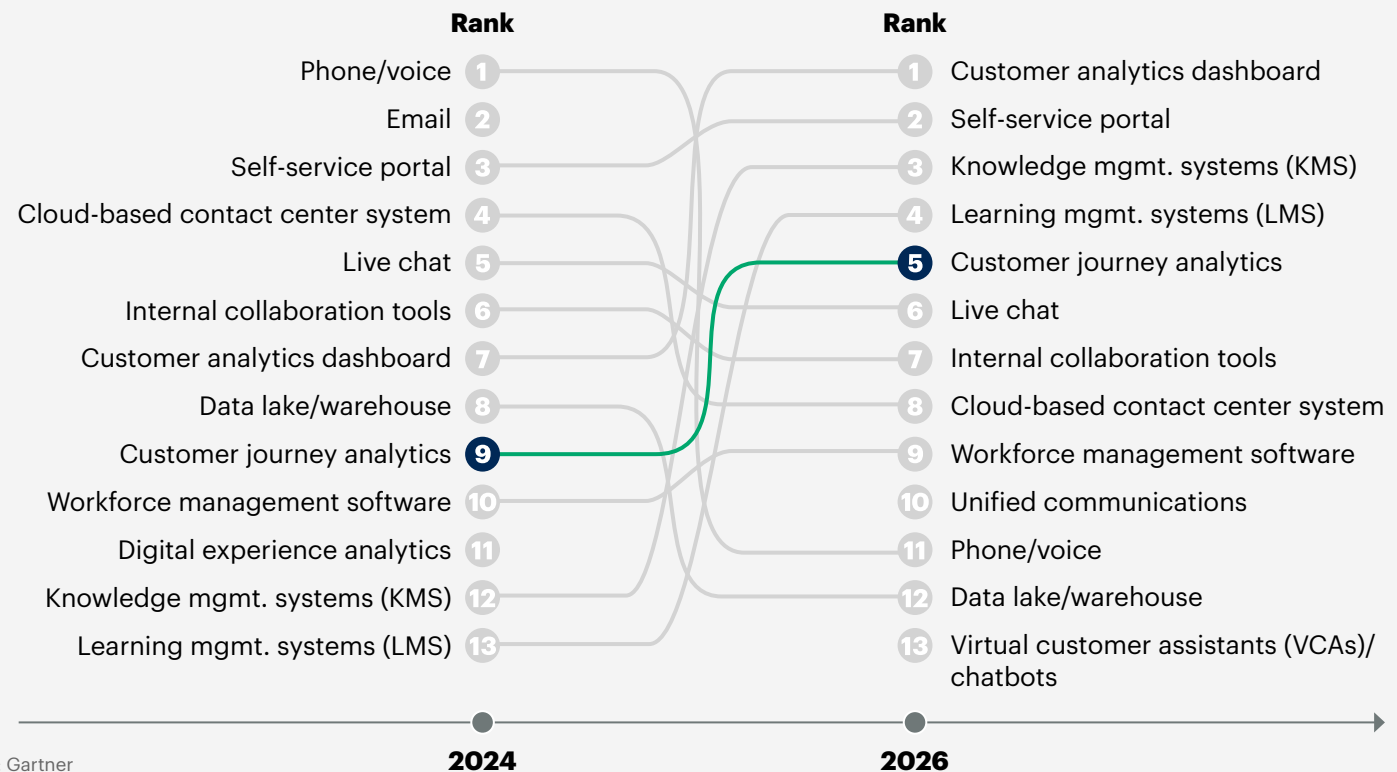
More than 55% of service and support leaders report investment in customer journey analytics.

Leaders anticipate customer journey analytics rising to the top 5 most valuable technologies by 2026.

Increase in value for customer journey analytics tool

Most valuable technologies in service and support, 2024 vs. 2026

— Increase in importance
— Decrease in importance



!Challenge:

Siloed operations impede data sharing

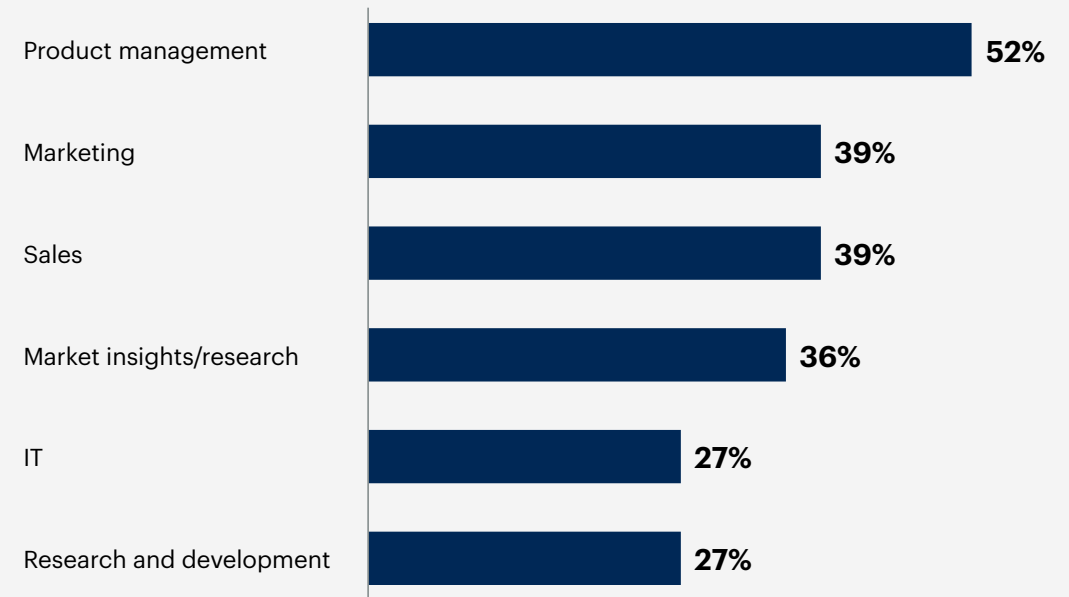
Key challenge:

Despite the wealth of data collected by customer service organizations, many leaders fail to fully leverage these insights to support enterprise growth. Only 3% of survey respondents indicated that “sharing insights about customers with the rest of the business” was their top priority. Only 20% ranked it within their top 3 priorities.

Common barriers include the following:

- Siloed service operations prevent a holistic understanding of the customer experience.
- Focus on collecting data impedes creation of actionable insights.
- Negative perceptions of the service function as a cost center impede audience receptiveness.

Prevalence of other functions using service and support's VoC insights



Source: Gartner

Promote your function's role as a growth driver

**Tool to get started:**[Guide to Customer Service Journeys](#)

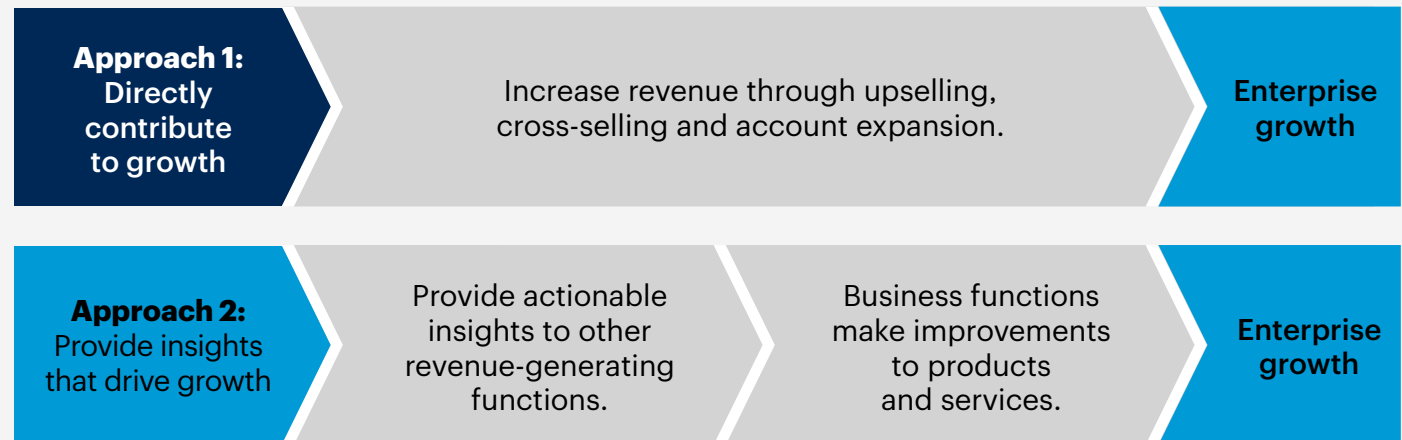
Recommended action:

Invest in customer journey analytics tools that allow you to capture customer data and draw actionable conclusions regarding improvements to your enterprise's operations and products.

Establish formal processes for sharing insights with other business functions. Enlist the help of executive leaders to enforce accountability for making strategic improvements based on available data.

Two Ways Customer Service Organizations Support Enterprise Growth

Illustrative



Source: Gartner

Priority 03

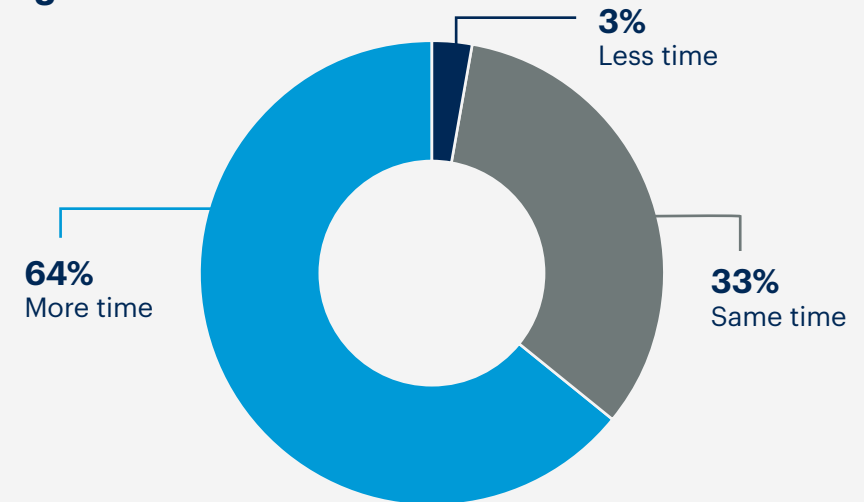
Enhance technology literacy for AI innovation

Key driver:

GenAI's popularization has put pressure on customer service leaders to gain AI literacy they haven't previously needed. More than 75% of customer service leaders feel pressure from other leaders in their enterprise to implement GenAI.

Sixty-four percent of service leaders say they plan to spend more time learning about technology in 2025.

Service leaders' time allocation for technology learning in 2025



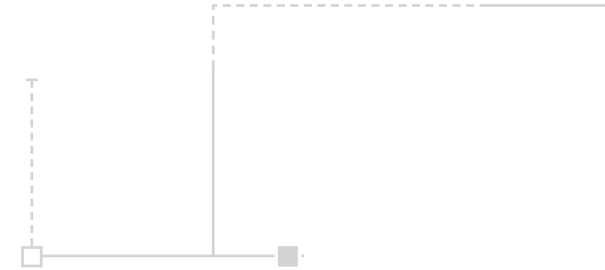
Source: Gartner

Challenge:

Lack of AI literacy prevents the spotting of big opportunities

Key challenge:

Although customer service and support leaders' roles have historically focused on the people and process side of technology implementation, they now also report primary responsibility for identifying AI opportunities within their function and roadmapping their AI initiatives. For instance, 47% of leaders said they are entirely or mostly responsible for identifying new AI opportunities for their function.



Responsibility for AI initiatives

Percentage of respondents

- Customer service organization has more responsibility
- IT and customer service share responsibility equally
- IT organization has more responsibility

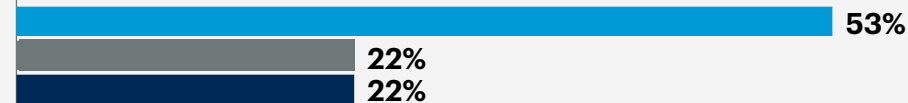
Identify new AI opportunities



Roadmap the evolution of our AI initiatives

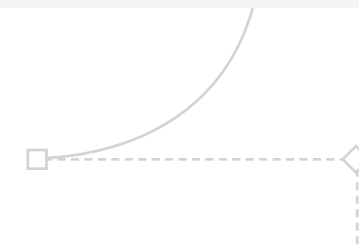


Drive the adoption of AI initiatives



Customer service leaders have primary responsibility for laying out the strategy for AI initiatives.

n = 187
Source: Gartner





Take action

Enhance technology literacy through continuous learning

Recommended action:

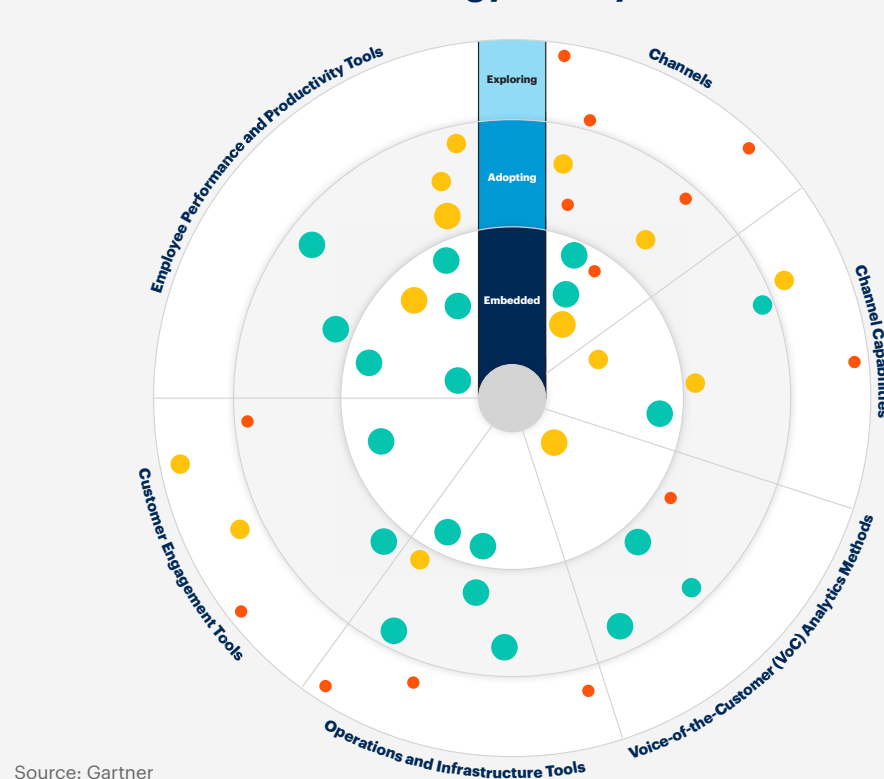
Leaders should actively pursue opportunities to enhance their technology literacy. This includes participating in cross-functional AI working groups, attending industry conferences and engaging with technology vendors. The goal is to understand what is feasible with technology and how it can be applied to solve business challenges, rather than focusing solely on technical details.



Tool to get started:

Customer Service Technology Trends

Customer Service Technology Bullseye



Current value

The perceived current value of technologies to organizations



Future value

The anticipated future value of technologies to organizations in two years' time



Current adoption

The extent and nature of technologies' deployment throughout organizations



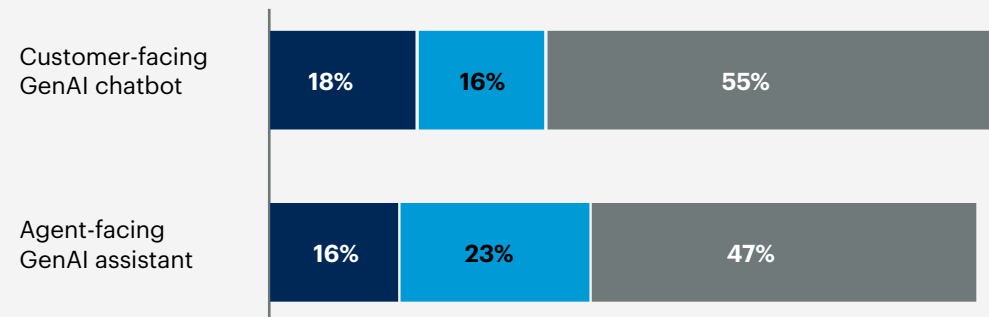
Priority 04

Ready your organization for conversational GenAI

Customer service leaders are focused on conversational GenAI. Just over 50% of leaders report exploring a customer-facing GenAI chatbot, in addition to the 16% who are piloting this use case and 18% who have already deployed a solution. The deployment status of agent-facing assistants is similar.

Customer service leaders explore GenAI use cases for customers and agents

■ Deployed ■ Piloting ■ Exploring



n = 187
Source: Gartner

Their top 5 objectives for their conversational GenAI solutions are focused on increasing resolution in self-service and improving customer experience.

Service leaders' top objectives for introducing conversational GenAI technology



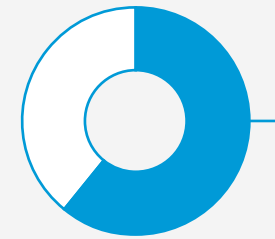
n = 72
Source: Gartner

!Challenge:

Subpar knowledge management (KM) impedes the effectiveness of conversational GenAI

Key challenge:

Deploying conversational GenAI solutions requires robust knowledge management systems, yet many organizations face challenges in maintaining AI-ready libraries. Issues such as outdated content, content gaps and a lack of formal revision processes can hinder the effectiveness of GenAI solutions. Leaders must address these deficiencies to ensure that GenAI tools can access accurate and relevant information.



61% of leaders have a backlog of articles to edit.



37% of leaders have no formal process for revising outdated content.



39% of leaders have no formal process for addressing content gaps.

Source: Gartner

Take action

Implement robust processes for GenAI-optimized KM

Recommended action:

Service leaders should allocate resources to optimize their KM systems for GenAI.

- Improve the accuracy of your knowledge library by tagging knowledge content with regular review dates.
- Improve your library at scale by equipping frontline agents to make improvements.
- Catch outdated content before it reaches customers by introducing a way for business leaders to proactively alert the service and support organization of upcoming changes.
- Help your AI assistant find information by revamping the way you format and store information in your knowledge library.



Tool to get started:

Unlock Knowledge Management ROI

Where KM programs tend to focus



KM technology
Project rollout

KM program
People, process,
metrics and change

Source: Gartner

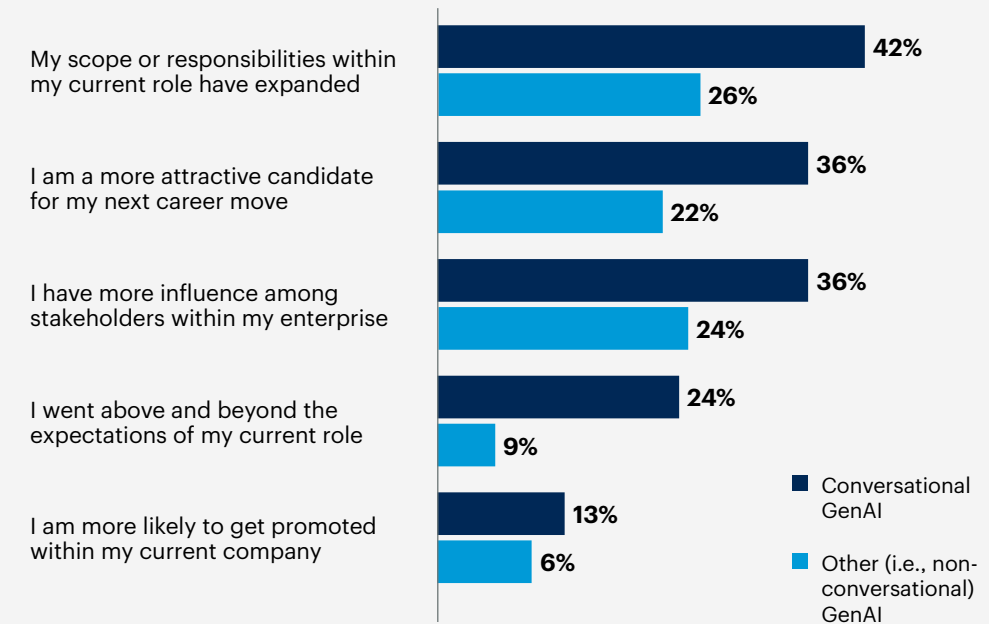
Priority 05

Prepare for customer service leaders' expanded purview

As more customer service leaders deploy conversational GenAI solutions, they are preparing themselves for expanded responsibilities and career opportunities.

Customer service leaders who piloted or deployed conversational GenAI in 2024 reported more influence and responsibility in their current position and higher expectations for their career advancement compared to leaders who had piloted other GenAI solutions, such as a call summarization tool or quality assurance tool. Thirty-six percent of leaders who had deployed conversational GenAI said they were a more attractive candidate for their next career move, compared to only 22% of other GenAI leaders.

Impact of GenAI deployment on service leaders' personal career



n = 158
Source: Gartner

Challenge:

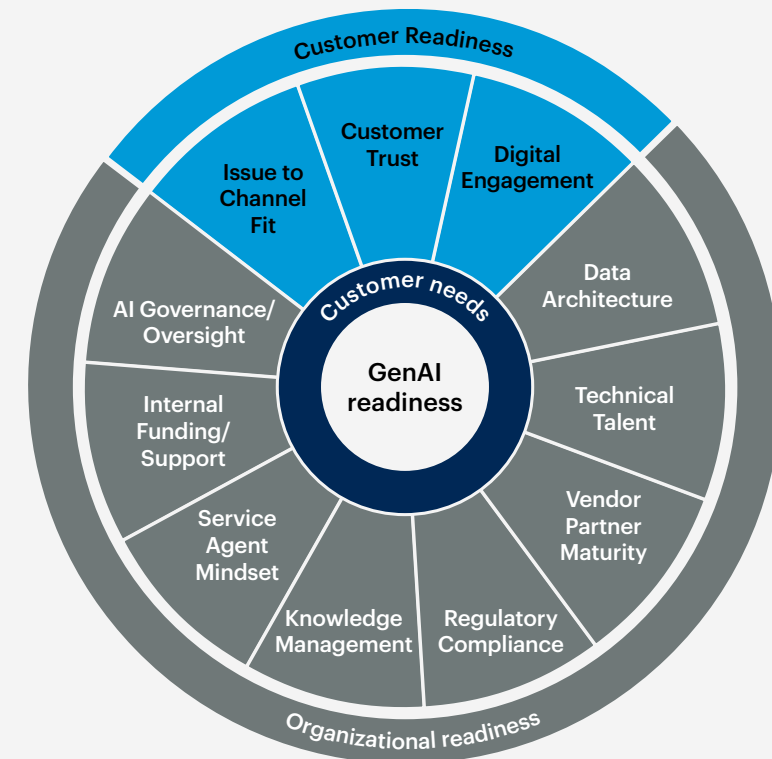
Executive storytelling around new skills

Key challenge:

Deploying conversational GenAI solutions changes the way service leaders spend their time. They are likely to spend more time collaborating with data and analytics leaders, participating in governance conversations and driving their function's AI strategy. These are just a few of the many prerequisites required for successful deployment.

Customer service leaders need to learn to articulate these new activities as part of the value they bring to a company.

Prerequisites for successful GenAI deployment in service and support



Source: Gartner



Take action

Tell a persuasive story about how your role has evolved

Recommended action:

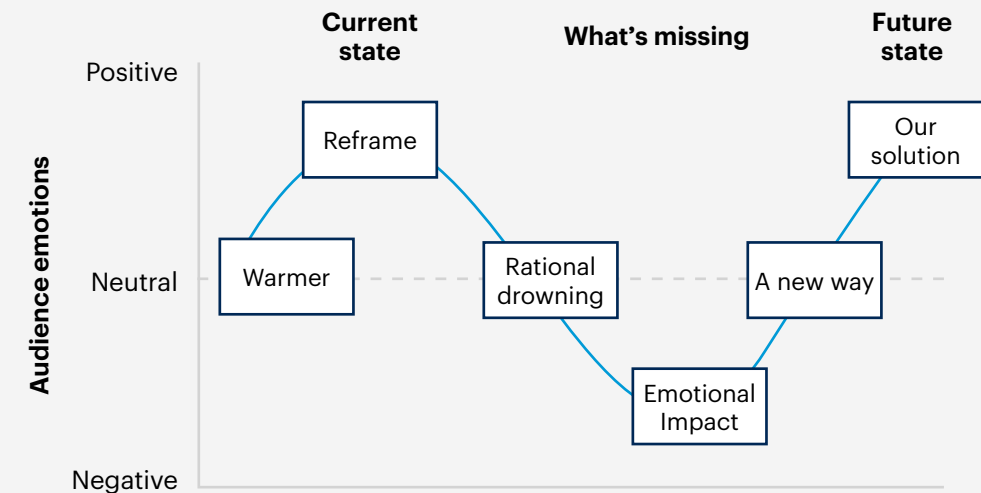
Many customer service and support leaders have already honed their ability to communicate the value of the service and support function when talking to executive leaders. Harness the power of narrative to articulate your own evolution as a leader and future growth potential.



Tool to get started:

Revolutionize Customer Service With GenAI

Change storytelling choreography



Source: Gartner

Actionable, objective insight

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



Research



B2C Service and Support Metrics Benchmark

Compare spending, efficiency, performance and talent management metrics with industry peers.

[Learn More](#)

Webinar



The Gartner 2025 Leadership Vision for Customer Service and Support

Identify activities for delivering valuable insights and outcomes to customers and organizations.

[Watch Now](#)

Toolkit



Customer Service Strategy: Steps for Success

Gain insights, best practices and a customizable one-page template to build and communicate your strategic plan.

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Report



Top Predictions for Customer Service Leaders

Understand the challenges and benefits of adopting customer service AI strategies in service operations.

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