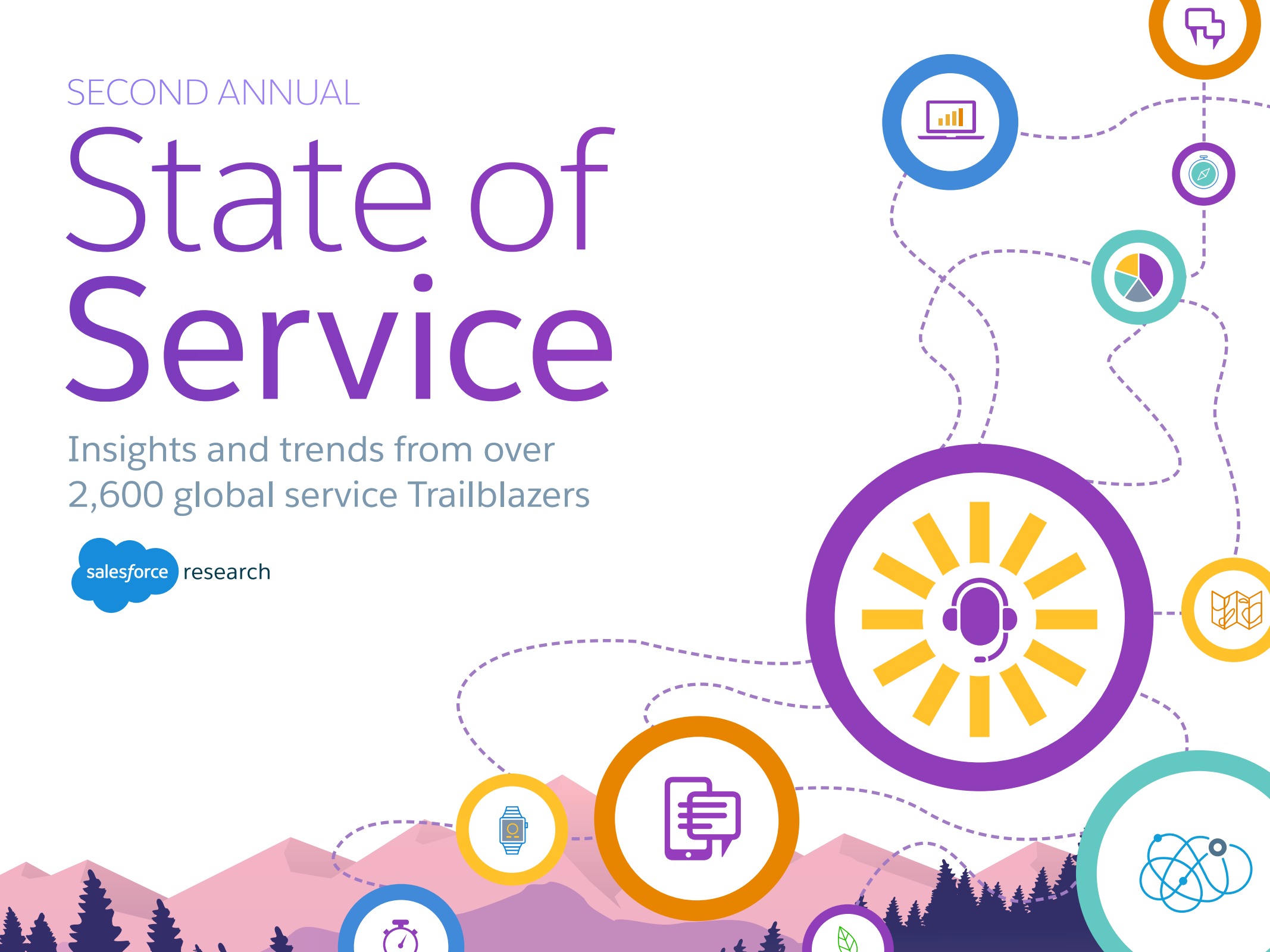


SECOND ANNUAL

State of Service

Insights and trends from over 2,600 global service Trailblazers

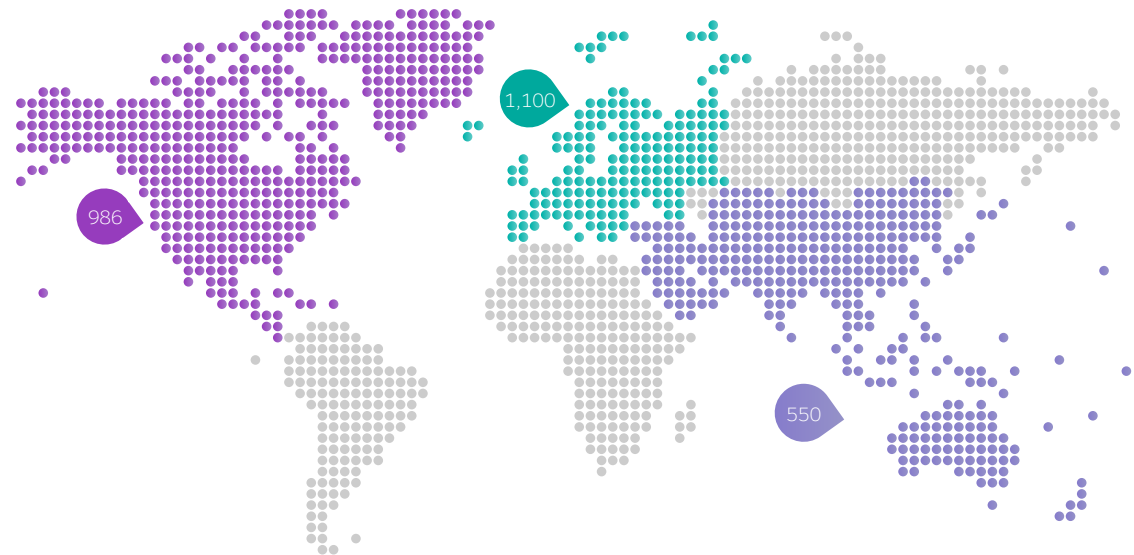


For the second annual “State of Service” report, Salesforce Research surveyed more than 2,600 customer service professionals worldwide to discover:

- How service leaders are responding to heightened customer demands
- Which habits are hallmarks of top service teams
- How smart tech is impacting service protocols

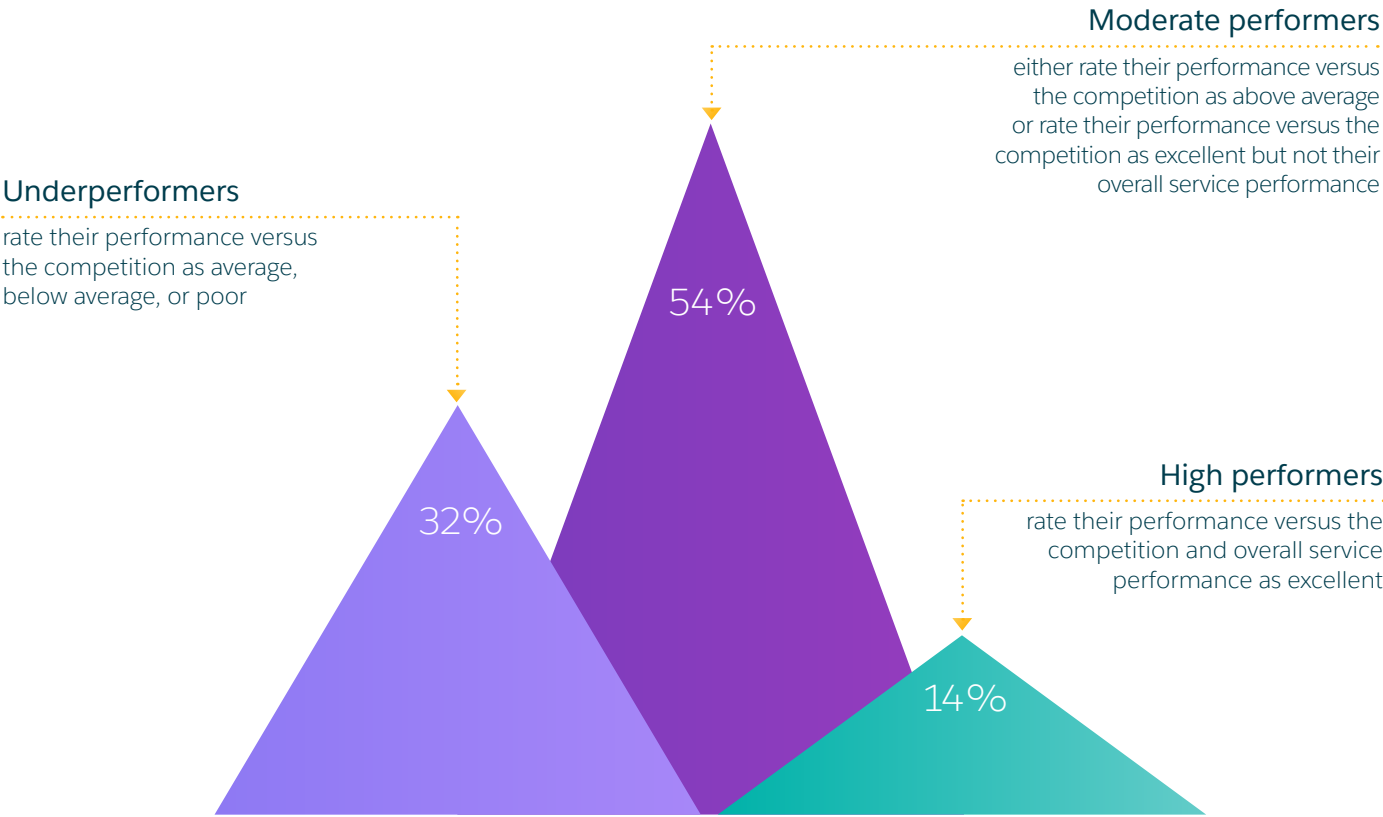
In this report, high-performing service teams are the top 14% who rate both their service performance and performance versus competitors as excellent. See page 3 for further information on performance.

Data in this report is from a September 2016 survey that generated responses from 2,636 full-time service professionals (not limited to Salesforce customers) in the U.S., Canada, U.K./Ireland, France, Germany, Netherlands, Japan, and Australia/New Zealand. Respondents are third-party panelists. Due to rounding, not all percentage totals in this report equal 100%. All comparison calculations are made from total numbers (not rounded numbers).



A Closer Look at Service Performance Categories

High-performing service teams represent 14% of the overall survey population. The survey includes service professionals from B2B, B2C, and B2B2C companies. For additional demographics, please refer to page 56.



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All eyes are turned toward the customer experience. Today, it's the defining line between companies that are struggling and those that are thriving. A majority of business executives agree that service teams are well-positioned to transform the customer experience. Far from being a costly, reactionary function, service is becoming a means of competitive differentiation – a way to proactively enhance customers' experiences.

And customers themselves are saying their brand loyalty is heavily influenced by the quality of service they receive.

How are customer service teams worldwide adapting to fit the ever-changing definition of excellence? Here's a brief look at four key findings from our research.

01 | Great Expectations: Service Leads the Customer Experience Charge (See page 10)

Delivering an exceptional customer experience requires a unified front across the entire company. In this new dynamic, service teams not only respond to customers' requests but increasingly function as additional sales channels and brand ambassadors. **More than two-thirds (68%) of service teams say they're leading customer experience initiatives across the business.**

02 | Empowered Agents: Companies Boost Investment in Agent Success (See page 15)

Leading service teams are empowered not only with the right technology and tools at their disposal – they're set up for success with training and a single view of the customer. **Seventy-nine percent of service teams agree that a shared, single view of the customer empowers agents to provide consistency and continuity in every customer interaction.**

03 | Emerging Metrics: Service KPIs Pivot Toward Customer Success (See page 21)

Service is transitioning away from its position as a necessary cost center. In today's customer-centric business landscape, service's role has been elevated to one of an additional growth engine, generating new sales opportunities and improved brand experiences. **Seventy percent of service teams say their strategic vision over the last 12–18 months has become more focused on creating deeper customer relationships.**

04 | Intelligent Service: Smart Tech Ushers in New Ways to Connect (See page 26)

While using technology to be more human in service interactions may sound counterintuitive, that's exactly the direction that top teams are headed. To meet evolving customer expectations, service teams are doubling down on their use of smart tech. **High performers are 3.9x more likely than underperformers to say predictive intelligence will have a transformational impact on their customer service by 2020.**

Introduction

Connected Customers Reshape Service's Mandate

Welcome to an era where customer experience is not only an indication of customer loyalty but also a means of rising above the competition. Across industries and business units, it's becoming an imperative to define, understand, and optimize the customer experience. Our research shows that 85% of executives with service oversight believe customer experience is a key competitive differentiator.

No line of business – whether it's sales, marketing, or IT – is untouched by this new dynamic. Forward-thinking companies are taking advantage of the changing customer climate to find new points of innovation for customer service.

In fact, 80% of executives with service oversight (e.g., CEOs, service VPs, etc.) say customer service is the primary vehicle for improving the customer experience. As such, service teams face an unprecedented chance to elevate their role in the business – but also unprecedented scrutiny on their ability to perform – in this Age of the Customer.

Customer Experience Unlocks a Competitive Advantage

Executives see customer experience as a key way of setting the company apart from the competition – and many agree that customer service is the primary driver.



Connected Customers Reshape Service's Mandate

The current tech climate has created super-connected, hyper-informed customers, a majority of whom feel more empowered today than they did five years ago. The balance of power has changed hands, from sellers to buyers. Recent research shows that 70% of consumers and 82% of business buyers say technology has made it easier than ever to take their business elsewhere.

This constant connectivity puts a new set of expectations on service teams. Customers want to feel immediately understood, individually valued, and consistently recognized no matter the channel of engagement.

For example, 79% of consumers (and 83% of business buyers) say it's very important to be immediately routed to the agent most knowledgeable about their issue. More than half (52%) of consumers are likely to switch brands if a company doesn't make an effort to personalize communications to them as an individual.

Personalized Service Impacts Customer Loyalty

Demonstrating customer knowledge can impact allegiance, as 69% of consumers and 82% of business buyers say personalized customer care has a major or moderate influence on their loyalty to companies.



Connected Customers Reshape Service's Mandate

Mobile-first and omni-channel expectations are not limited to Millennials; consumers and business buyers across the generational divide are proving how crucial it is for teams to deliver service that's equal parts real time and ubiquitous.

60% of business buyers and **43%** of consumers say it's very important to receive in-app mobile support from the companies they do business with.

Meanwhile, lack of consistent service across touchpoints poses a greater threat of customers switching brands.

The Always-On Customer Demands an Always-On Agent

To keep pace with customer expectations, service teams must adopt a real-time approach.

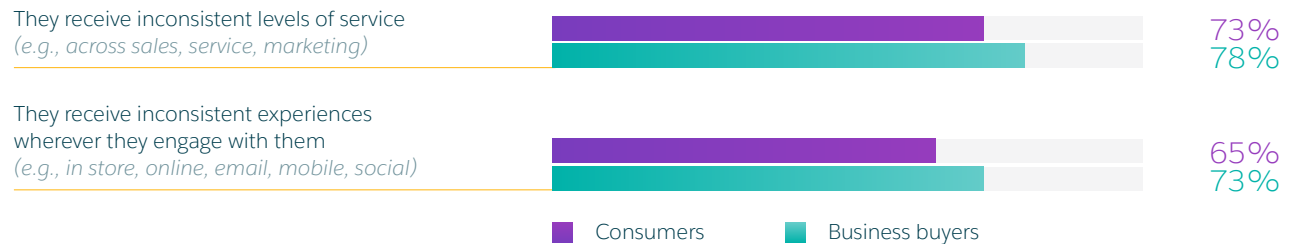
Percentage of Customers Who Strongly Agree or Agree They ...



Customers Expect Consistency Across Touchpoints

No matter the point of engagement, customers want to receive a steady level of service from companies.

Percentage of Customers Who Are Extremely or Very Likely to Switch Brands If ...



“ SERVICE LEADER perspective

“Customers don't care about channels and process, they just want their questions answered and their issues resolved quickly. We essentially socialized the contact center and the entire service experience.” – JEFF HAWLEY, DIRECTOR OF CUSTOMER EXPERIENCE, YAMAHA

Connected Customers Reshape Service's Mandate

For many service professionals, meeting customers' elevated expectations requires reinvesting in their teams. Over the past two years, 89% of service teams have increased or maintained their budgets (61% increased; 28% maintained). Looking ahead, the trend will continue with 66% of teams expecting increased service budgets over the next two years.

Customer service investments are a priority for 68% of teams, but more so for top teams.

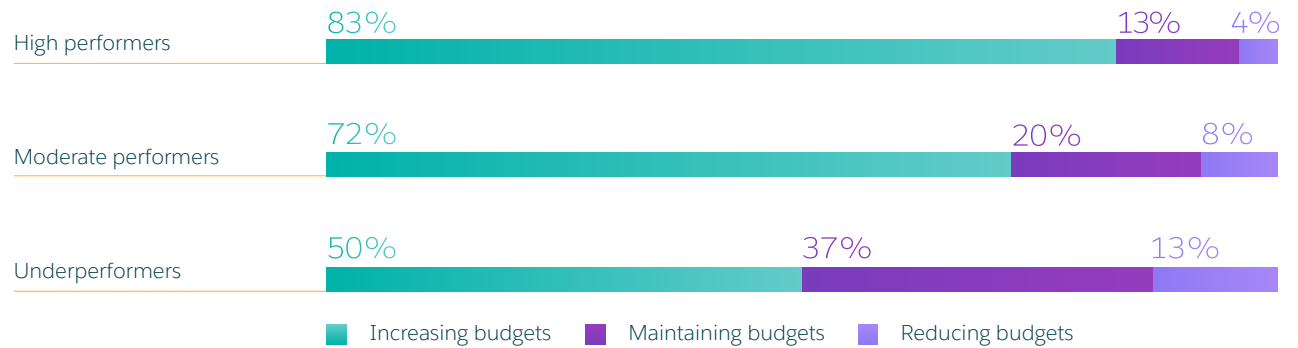
High Performers vs. Underperformers

1.8X more likely to prioritize customer service investments

Top Teams Up the Investment Ante to Meet Customer Expectations

High performers double down on strategic customer service investments. These top teams are 1.7x more likely than underperformers to increase service budgets in the next two years.

Anticipated Service Budget Change over the Next Two Years



01 Great Expectations

Service Leads the Customer Experience Charge

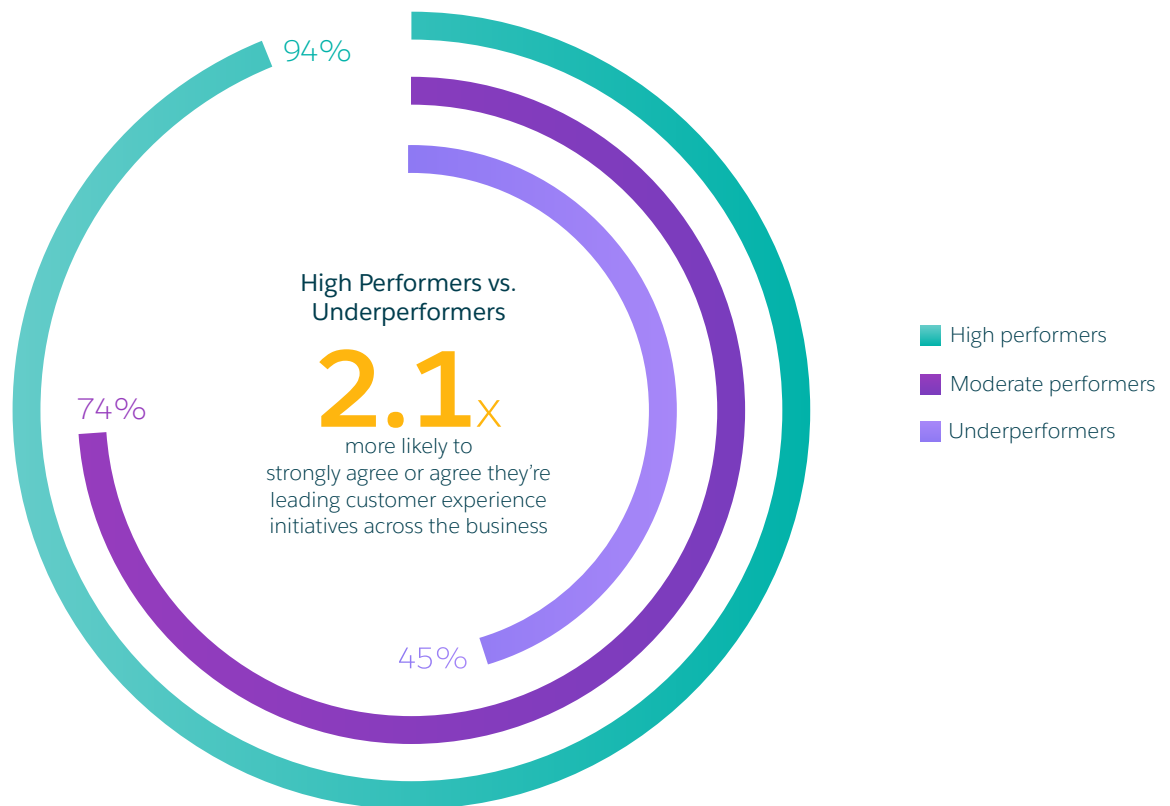
There's an overall sentiment that "everyone is in customer service," with 78% of service teams saying they view every employee as an agent of customer service. Delivering an exceptional customer experience requires a unified front across company units – namely service, sales, and marketing. But which team owns this effort?

68% of service teams agree they're leading customer experience initiatives across the business.

The stakes are higher than ever to provide top-notch service; 68% of service teams agree that one bad service experience can inflict more damage on a customer relationship than it would have five years ago.

Service Leads the Shift to Cross-Functional Customer Experiences

While all business units must align on a customer experience approach, many service teams say they're leading the charge. Viewed by performance level, this trend is even more evident; top teams are twice as likely as underperformers to lead cross-departmental customer experience initiatives.



01 Great Expectations

Service Leads the Customer Experience Charge

High performers are more focused on improving service and support through enterprise collaboration (80% of top teams agree, versus 45% of underperformers). Top service teams are 3.4x more likely than underperformers to excel at connecting and collaborating across departments to drive a cohesive customer journey.

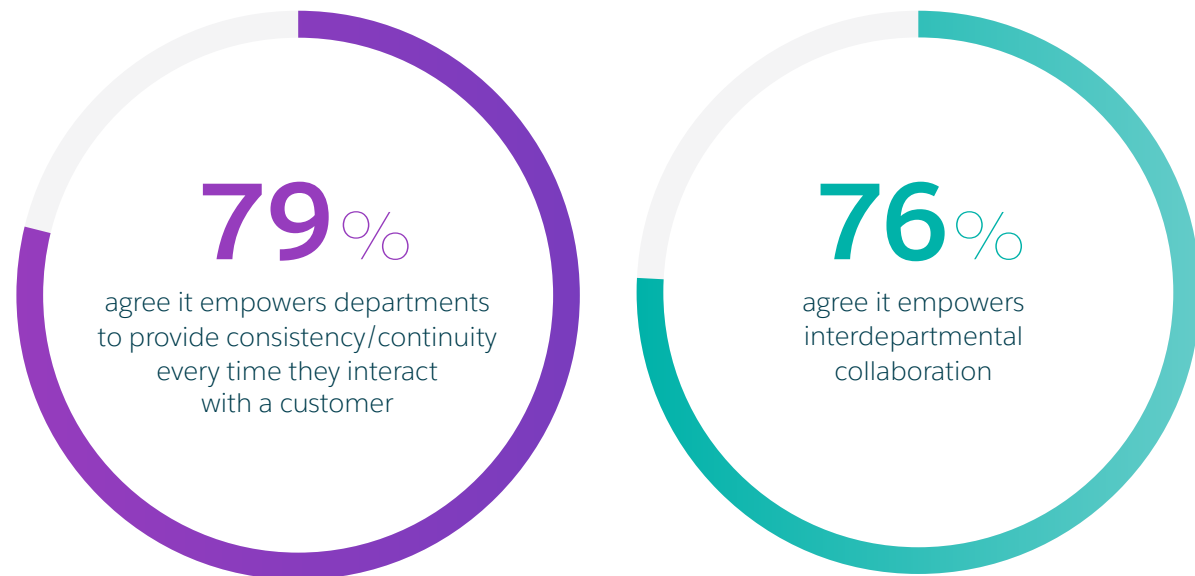
More importantly for the customer, this collaboration enables a consistent experience (e.g., a company providing proactive service when a sale is made to ensure the customer understands how to use the new purchase).

Seventy-three percent of consumers and 78% of business buyers are likely to switch brands if they receive inconsistent levels of service – underscoring the need for a company to function as one unit, no matter which department a customer reaches.*

Teams Strive for Collaboration and Continuity

A majority of service professionals agree that their teams are empowered to collaborate across departments and strive for more consistent service.

Percentage of Service Teams That Strongly Agree or Agree That Having a Shared, Single View of the Customer across Departments/Roles Benefits Them in the Following Ways**



“ SERVICE LEADER perspective

“To be a customer-centric company, you need to listen to your customers every day, and – since listening alone isn’t enough – you need to have a dialogue with them. We want to connect sales, service, marketing, and anyone that’s customer-facing to share best practices and pockets of excellence and to give our R&D, supply chain, and product groups insight into evolving customer needs and opportunities.”

– JEROEN TAS, CEO INFORMATICS SOLUTIONS AND SERVICES, PHILIPS HEALTHCARE

* “State of the Connected Customer,” Salesforce Research, October 2016.

** Asked of respondents who say they have a shared, single view of the customer.

01 Great Expectations

Service Leads the Customer Experience Charge

As a channel, customer service provides rich sales opportunities (e.g., cross-selling and upselling). Delivering a seamless customer experience takes collaboration across the entire organization. Nowhere is that more evident than between service and sales teams.

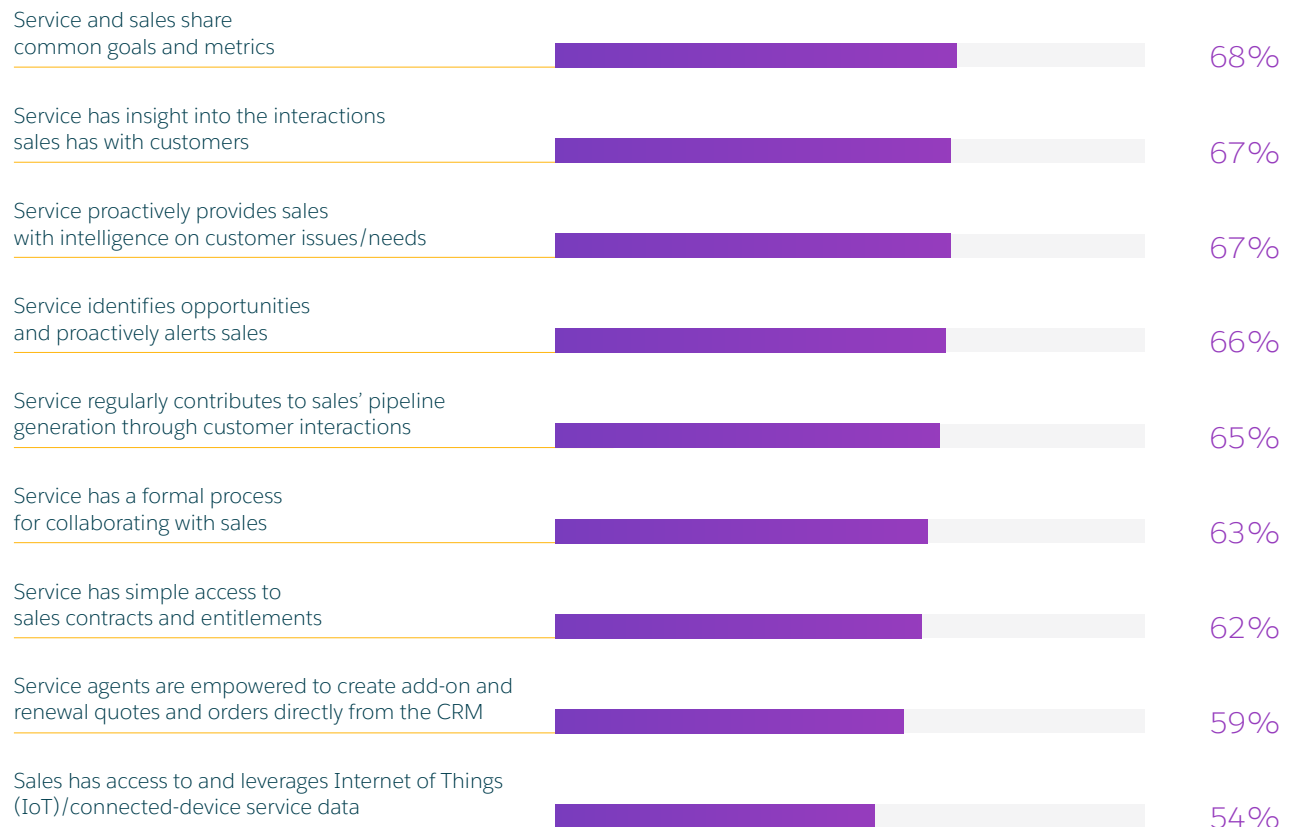
Sixty-three percent of service teams have a formal process in place to collaborate with sales. More than two-thirds of service teams (67%) proactively provide sales with intelligence on customer issues and needs. High-performing service teams are 1.8x more likely than underperformers to share goals and metrics with sales teams.

Looking ahead, new IoT connections will create a wellspring of service data (e.g., usage patterns) that companies can harness with AI to identify new sales opportunities.

Service Aligns with Sales to Deliver on Customer Demands

Highlighting the collaboration between service and sales departments today, 59% of service agents are empowered to create add-on renewal quotes and orders directly from their CRM.

Percentage of Service Teams That Strongly Agree or Agree with the Following Statements



01 Great Expectations

Service Leads the Customer Experience Charge

A company's brand is often defined as "the sum of all conversations" happening among customers.

81% of service teams say service has the largest impact on how customers perceive their brand.

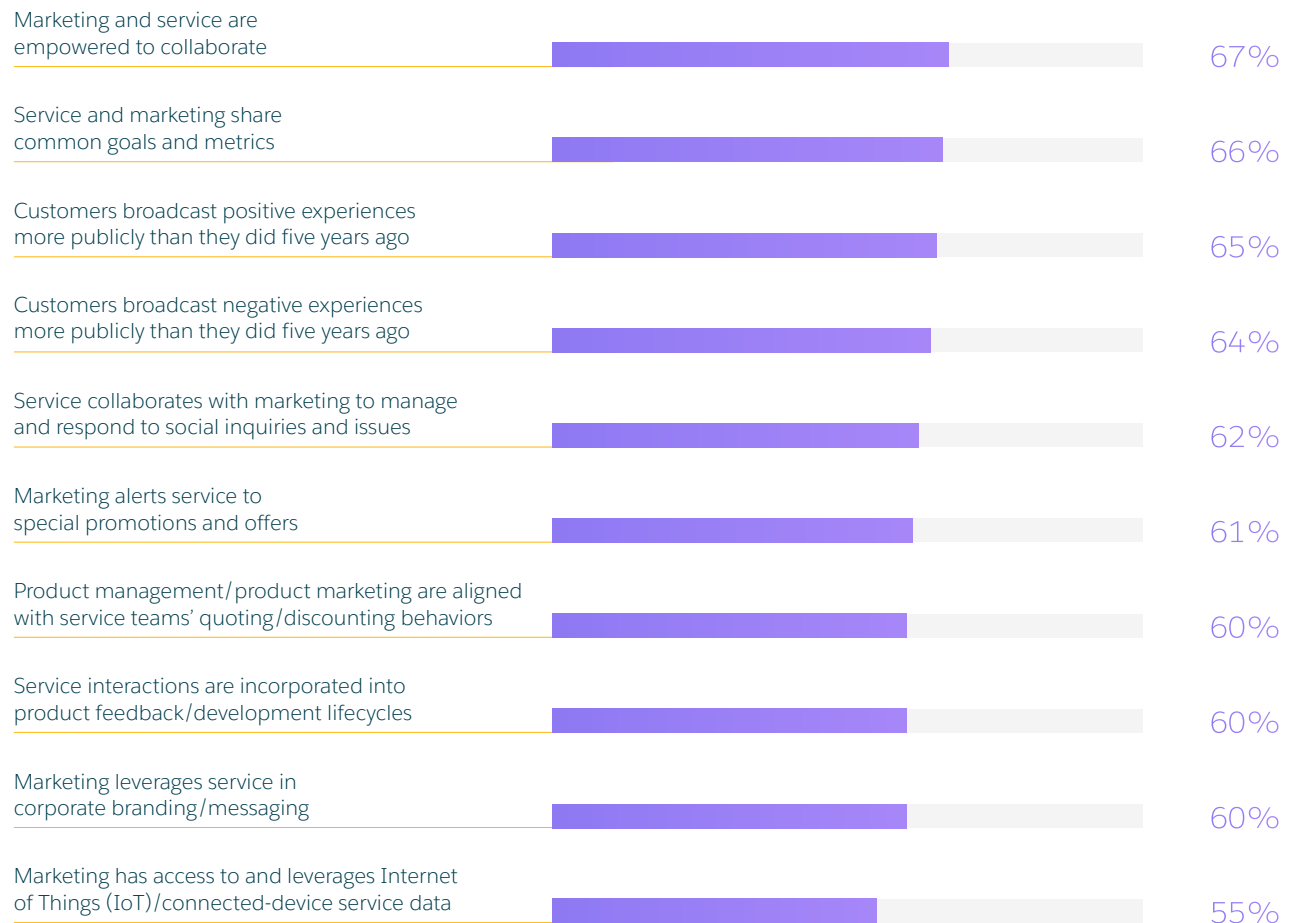
Armed with mobile tech and countless social channels, connected customers ensure that any service experience – good or bad – can be widely shared. In fact, 65% of service teams agree that customers broadcast positive experiences more publicly than they did five years ago (and 64% say the same about negative experiences).

To accommodate this culture shift, marketing and service are working in tandem to coordinate offers, share customer feedback with product development groups, and ensure that service is a point of differentiation.

Service Becomes a Marketing Mainstay

Sixty-seven percent of service teams are empowered to collaborate with marketing – and 66% have common goals and metrics.

Percentage of Service Teams That Strongly Agree or Agree with the Following Statements



01 Great Expectations

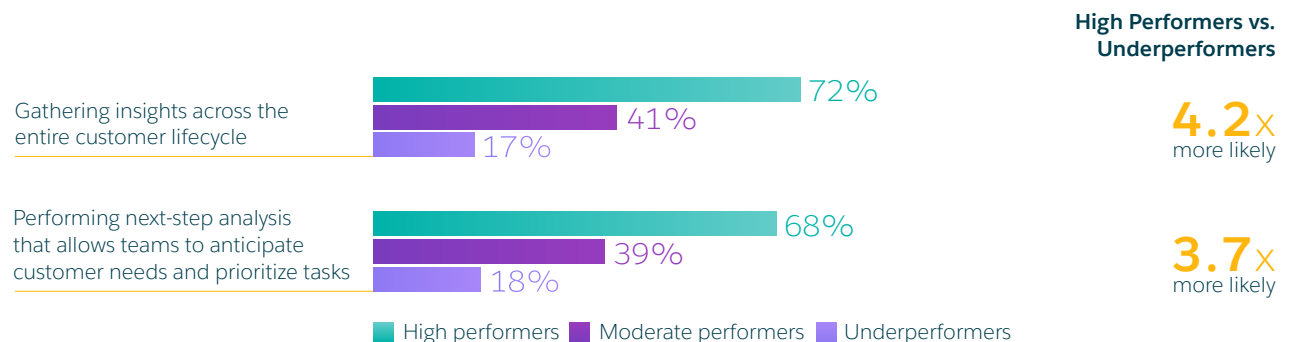
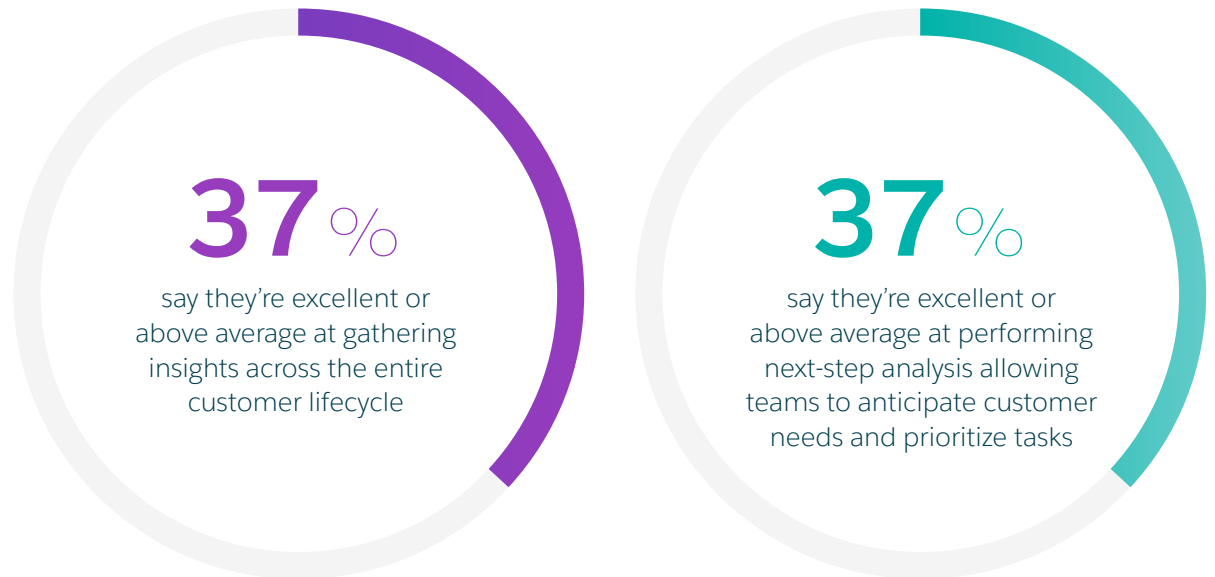
Service Leads the Customer Experience Charge

Still, when it comes to bridging the divide between teams, there's plenty of room to improve intelligent service capabilities. For instance, only 37% of service teams excel at gathering insights across the entire customer lifecycle (i.e., data and reporting across support, sales, and marketing transactions).

The same minority (37%) excel at performing next-step analysis that allows sales, service, and marketing teams to anticipate customer needs and prioritize tasks.

Intelligent Service Capabilities Begin to Take Root

Overall, service professionals struggle to close the intelligence gap between teams. High performers, however, are putting more effort toward understanding customer insights.



02 Empowered Agents

Companies Boost Investment in Agent Success

In last year's "State of Service" report, high-performing service teams were 3.4x more likely than underperformers to say their agents were completely empowered to make customers happy.* This year's report takes a closer look at what it means to empower service teams.

Top service teams are empowered not only with the right technology and tools at their disposal – they're set up for success with training. High performers are 4.1x more likely than underperformers to strongly agree their service agents have the tools and technology to effectively and quickly utilize customer and product information to solve customer issues.

While 71% of overall service professionals use coaching and training tools to enhance their teams, 90% of high-performing teams say they have the right amount of training to do their job better (versus 48% of underperformers).

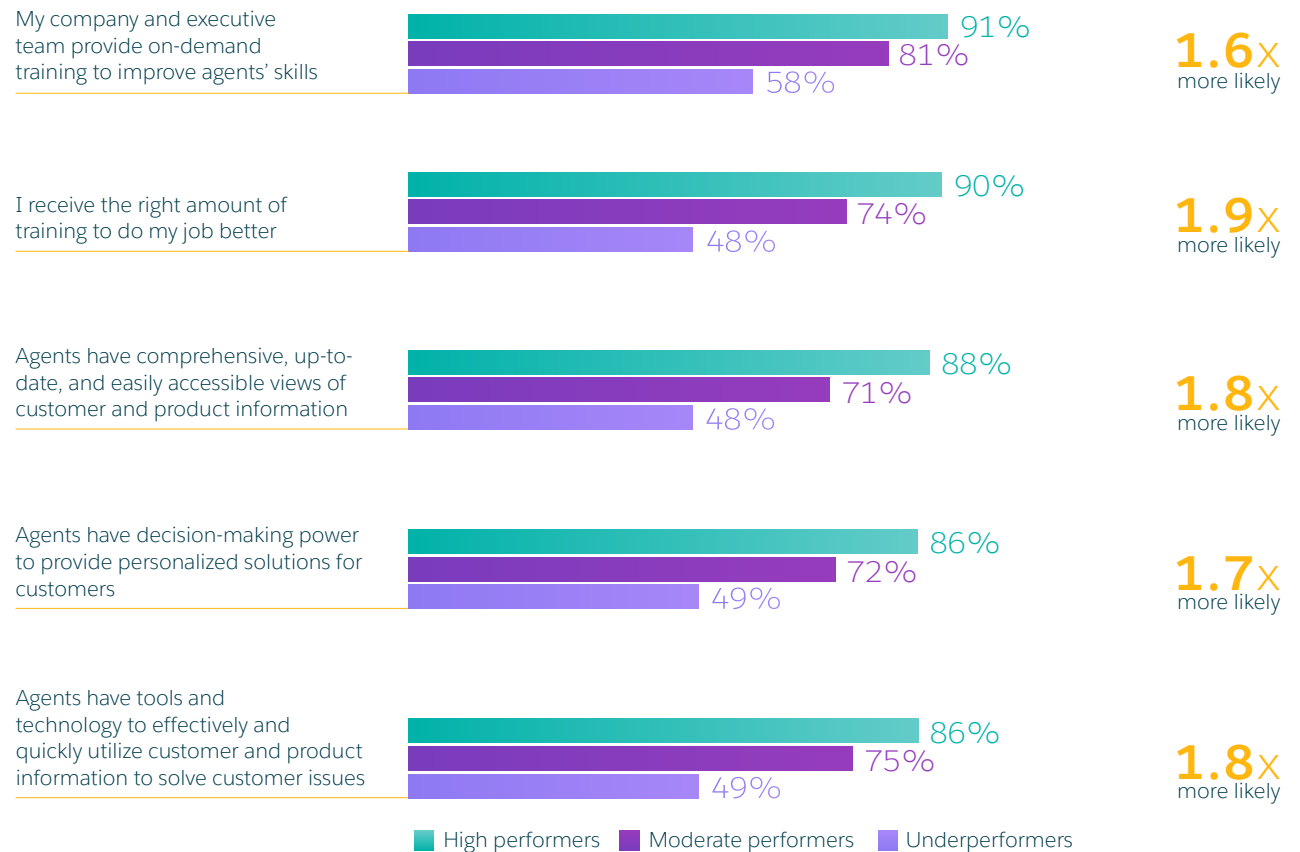
Sixty-nine percent of service teams empower agents to go off script to create a better customer experience.

Tech, Training, and Autonomy Are Key to Empowerment

In order to reach their full potential, top service teams empower their agents with the training, tools, and decision-making power they need to succeed.

Percentage of Service Teams That Strongly Agree or Agree with the Following Statements

High Performers vs. Underperformers



* "2015 State of Service," Salesforce Research, August 2015.

02 Empowered Agents

Companies Boost Investment in Agent Success

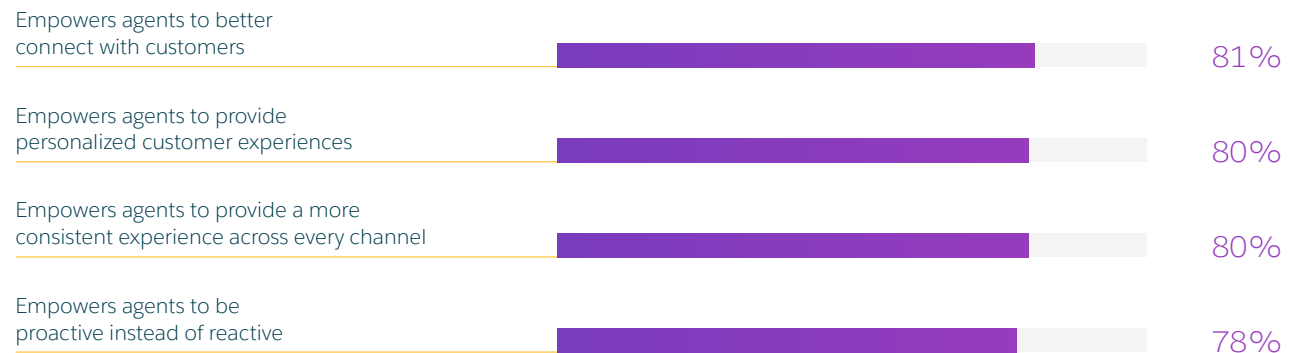
Most service teams agree that having a shared customer view increases agent empowerment. A single customer view (i.e., comprehensive, real-time access to customer data and interactions across departments) gives agents a clear picture of each customer. This allows agents to see customer information across systems such as billing or issue-tracking, to name a few.

Eighty percent of service teams agree that a shared, single view of the customer empowers departments to provide a more consistent experience across every channel. **Eighty-five percent of top service teams excel at having a shared, single view of the customer – 3.5x more so than underperformers (25%).**

A Single Customer View Empowers Agents to Be Proactive and Personal

Most service professionals agree that having a shared, single view of the customer creates empowerment among agents and teams.

Percentage of Service Teams That Strongly Agree or Agree That Having a Shared, Single View of the Customer across Departments/Roles Benefits Them in the Following Ways*



“ SERVICE LEADER perspective

“We start our executive committee meeting by reviewing customer satisfaction and customer loyalty. So we place customers at the heart of everything we do. We can make a huge difference when we connect the dots, connect data silos, connect process silos.” – HERVÉ COUREIL, CIO, SCHNEIDER ELECTRIC

* Asked of respondents who say they have a shared, single view of the customer.

02 Empowered Agents

Companies Boost Investment in Agent Success

In addition to being empowered with resources, top performers are more likely to be engaged in their work. Engaged agents feel invested in their customers' success and proactive instead of reactive. High-performing service teams are nearly twice as likely as underperformers (1.9x) to feel appreciated and respected by managers and other lines of business. Leading teams are also more personally invested in their customers' success.

Agent engagement isn't solely a feel-good ideal. Among high-performing teams, 91% of service professionals say they plan to work for their same company a year from now, versus 64% of underperformers.

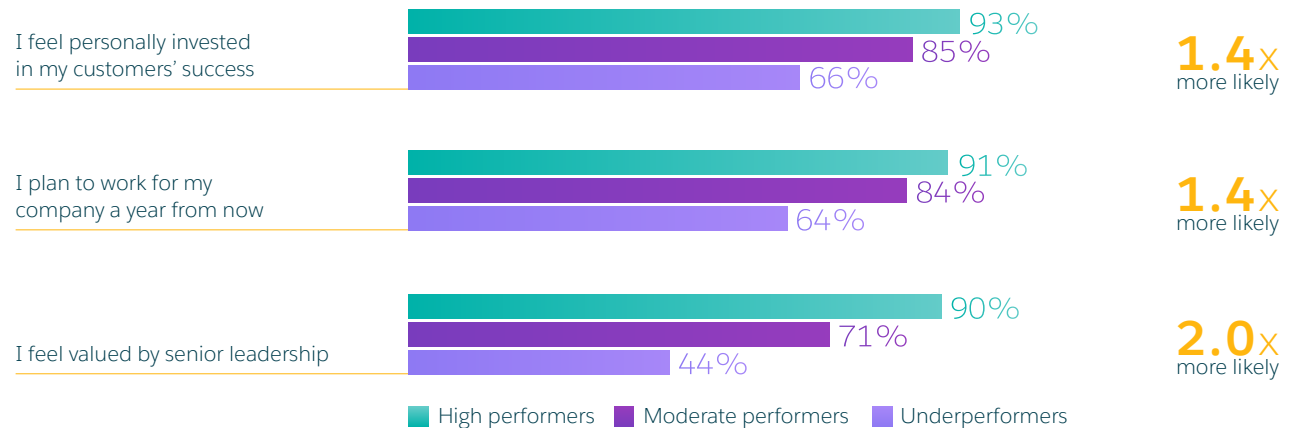
66% of service teams agree that agent satisfaction has a significant fiscal impact.

Long-tenured agents also perform significantly better than new agents, as 63% of service professionals agree. Among service teams experiencing high agent attrition, 60% agree it has a significant fiscal impact.

Engaged Agents Are the Cornerstone of Top Service Teams

Senior leadership demonstrating that they value service professionals is a mark of top teams.

Percentage of Service Teams That Strongly Agree or Agree with the Following Statements



High Performers vs. Underperformers

1.4x more likely

1.4x more likely

2.0x more likely

02 Empowered Agents

Companies Boost Investment in Agent Success

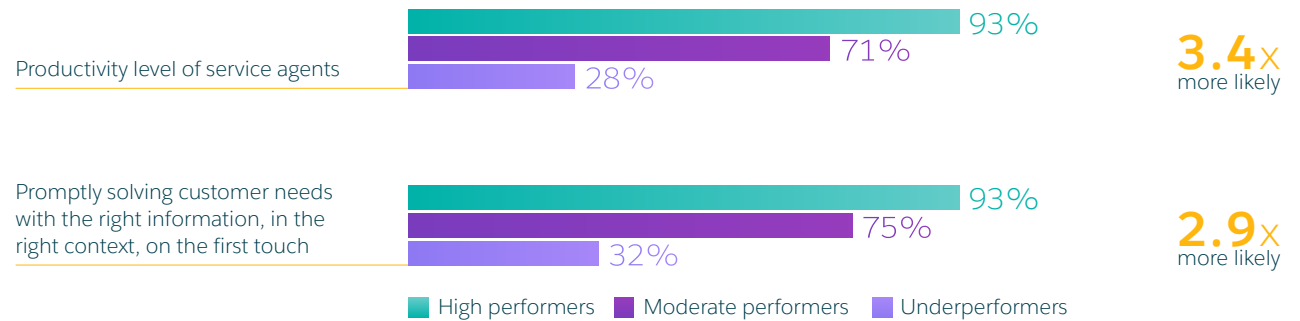
Two-thirds (66%) of service teams have become more focused on providing customers with real-time responses and feedback. This isn't surprising, as 64% of consumers and 80% of business buyers today expect companies to react to them in real time.* To reach this immediate response standard, service teams must become faster and more efficient. Nearly two-thirds (65%) of service teams have shifted their strategic vision to be more focused on increasing agent productivity over the past 12-18 months.

High-performing service teams are 2.9x more likely than underperformers to excel at promptly solving customer needs with the right information, in the right context, on the first touch.

Empowerment Pays off with Prompt, Productive Teams

Productivity and prompt issue resolution are two key characteristics of high-performing service teams.

Percentage of Service Teams That Rate Their Abilities as Excellent or Above Average



* "State of the Connected Customer," Salesforce Research, October 2016.

02 Empowered Agents

Companies Boost Investment in Agent Success

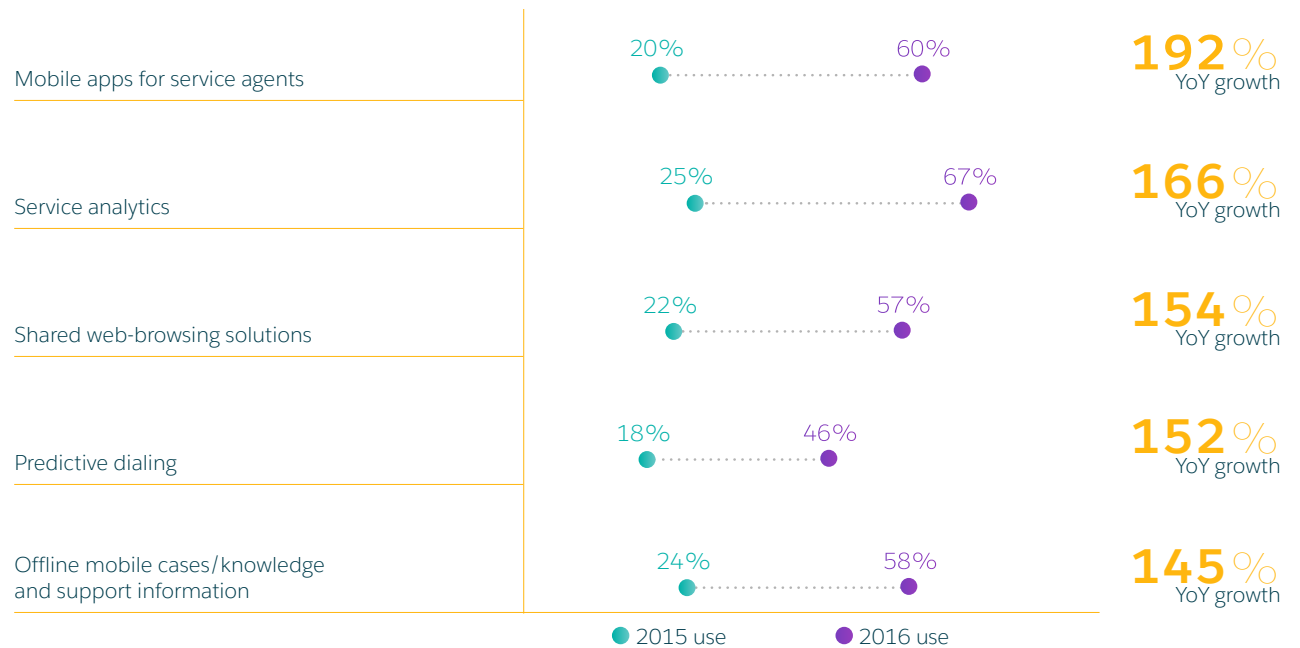
For service teams inundated with high case volumes across numerous channels, delivering personalized, proactive service in every interaction is an added challenge – and one that has teams looking to technology for assistance.

From 2015 to 2016, service teams providing mobile apps for their agents' use has increased by 192%. Service analytics has likewise experienced a significant uptick in use, rising 166%.

Triple-Digit Growth Expected among Service Tools

Service teams are empowering agents to work smarter with mobile apps, analytics, and shared web-browsing solutions.

2015–2016 YoY Growth in Service Technologies or Functionality Use



Field Agents Become More Integrated with the Rest of the Service Team

The need for agent engagement extends to the broader network of field service agents. Technology today makes it possible for field service agents to be connected with every other member of the customer-facing service team. In fact, 76% of field service agents interact and schedule directly with their customers rather than through an intermediary.

Gone are the days of disconnects between field agents and their inside agent colleagues. Sixty-eight percent of service teams agree that field service agents are integral to their customer experience strategy, and 66% say field service agents collaborate with other agents. The feelings of collaboration are mutual, with 71% of field service agents agreeing they view themselves as a partner to other agents.

Year-over-Year (YoY) Growth (2015-2016)

67% YoY growth over the past 12 months in the use of field service/work order management

Percentage of Service Teams That Strongly Agree or Agree with the Following Statements



Percentage of Field Service Agents Who Strongly Agree or Agree with the Following Statements*



* Data is based on a subset of survey respondents self-identified as field service agents.

03 Emerging Metrics

Service KPIs Pivot Toward Customer Success

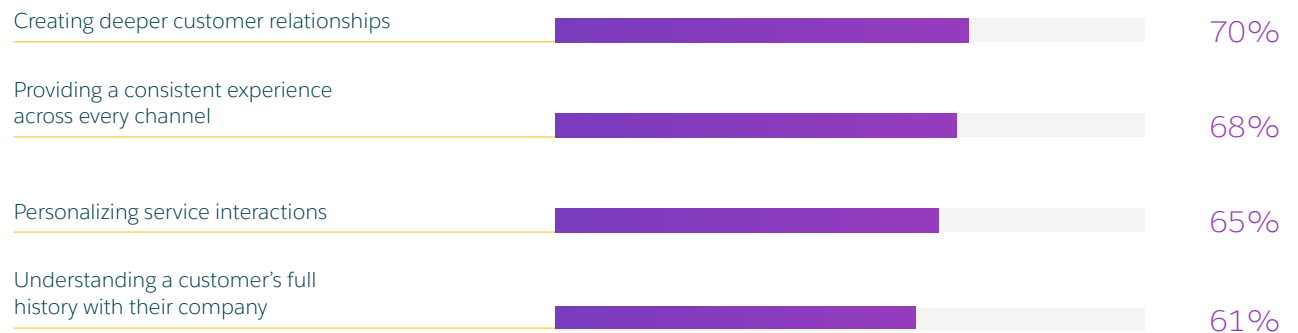
Not too long ago, customer service teams cared primarily about closing the highest number of cases in the least amount of time possible. For forward-thinking teams, service is transitioning from cost center to growth engine with a customer-first mandate.

Overall, 70% of service teams say their strategic vision over the past 12–18 months has become more focused on creating deeper customer relationships. While 61% of service teams are putting more focus toward understanding customers' full service history, 68% are focused on providing a consistent experience across every channel. Top teams are nearly twice as likely as underperformers to focus on providing a consistent experience across every channel (89% versus 48%).

Service Teams Deepen Customer Relationships with Personalization

More than two-thirds of service teams are focused on creating deeper customer relationships and consistent cross-channel customer experiences.

Percentage of Service Teams That Have Become More Focused on the Following over the Past 12–18 Months



“ SERVICE LEADER *perspective*

“In addition to seeing statistics on who our customers are, we’re working to incorporate the picture of how we’re interacting with customers both in the branch and online.” – JAMES SLOCUM, CIO, SVP, ONEUNITED BANK

03 Emerging Metrics

Service KPIs Pivot Toward Customer Success

Reflective of this customer-centric mindset, key performance indicators (KPIs) are likewise changing. Sixty-six percent of service teams have implemented more traditional customer-oriented KPIs (such as net promoter score and customer satisfaction) to measure performance.

But the service KPIs with the highest anticipated growth can be categorized as emerging customer experience metrics. These include social promoter and customer effort scores (i.e., how much effort does a customer exert to resolve his or her issue).

Service KPIs Pivot Toward the Customer

Service teams expect a big increase in newer KPIs like customer effort score and social promoter score. While KPIs are increasingly customer-focused, 79% of service teams prioritize customers' needs over hitting their performance metrics.

Anticipated High-Growth Key Performance Indicators



03 Emerging Metrics

Service KPIs Pivot Toward Customer Success

Phone and email interactions are merely the tip of the iceberg for service interactions. More than half of teams extensively deliver customer service on at least five channels.

New service channels like mobile apps, customer portals, and video support are seeing a spike with triple-digit growth. **From 2015 to 2016, there's been a 196% jump in service teams using mobile apps.** As seen in the chart below, these emerging service channels are experiencing tremendous growth.

Top Three Growth Channels

Year-over-Year (YoY) Growth (2015-2016)

196% mobile app use

125% customer portal use

114% video support use

Service Teams Are Embracing a Broad Set of Customer Channels

Service professionals have become more omni-channel to keep pace with customer expectations. Self-service outlets like customer portals and knowledge bases – both of which help customers find quick answers on their own terms and free agents to tackle more complex issues – are leading this growth.

Percentage of Service Teams That Use Each Channel*



* Data is a partial list. For the complete list, see page 49.

03 Emerging Metrics

Service KPIs Pivot Toward Customer Success

Omni-channel is the new norm. Despite covering an ever-expanding list of channels, leading teams align all channels in a cohesive customer journey – that is, they deliver an experience where customers don't feel they're treated like a number or bounced around.

High performers are twice as likely as underperformers to focus on personalizing their service interactions (88% versus 44%).

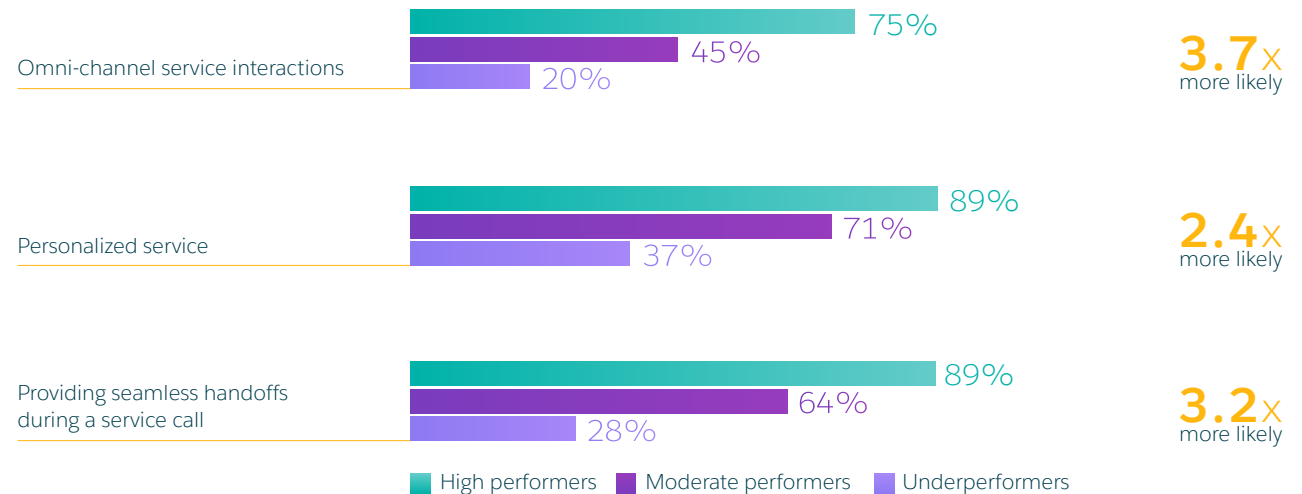
This attention to personalization pays off; top teams are also 2.4x more likely than underperformers to excel at personalizing customer service. As covered in the introduction, 69% of consumers and 82% of business buyers say personalized customer care influences their loyalty.*

Top Teams Meet Customer Demands for Connected Service

High-performing teams excel at seamless handoffs, personalized service, and omni-channel coverage. This shows that top service professionals have a greater understanding of customers' expectations for personalized, consistent service.

Percentage of Service Teams That Rate Their Abilities as Excellent or Above Average

High Performers vs. Underperformers



* "State of the Connected Customer," Salesforce Research, October 2016.

03 Emerging Metrics

Service KPIs Pivot Toward Customer Success

While customers want service that's personalized, omni-channel, and mobile, the reality is that many teams still struggle to meet these expectations. Service teams face a wide range of challenges on the road to customer centricity.

Lack of agent training (and lack of agents) inhibits teams from providing personalized service. The top two blockers to delivering mobile service are budgetary and resource constraints. Meanwhile, efforts to provide a consistent cross-channel experience are thwarted by business alignment issues.

Lack of Training and Misalignment Contribute to Top Challenges

From budgetary constraints to lack of business alignment, service teams face a wide range of challenges on their path to becoming customer-centric.

Top Two Inhibitors to Providing Personalized Service*



Top Two Inhibitors to Providing Consistent Omni-Channel Experiences*



Top Two Inhibitors to Providing Mobile Service Capabilities*



* Data is a partial list. For the complete list, see pages 51-53.

04 Intelligent Service

Smart Tech Ushers in New Ways to Connect

While it might sound counterintuitive to say “use technology to be more engaging in your service,” that’s exactly the mindset of forward-thinking teams.

Rather than replace human contact, AI enhances the experience by adding humanlike intelligence to interactions. For instance, machine learning could analyze a caller’s word choice to understand emotions and recommend the next best thing for an agent to say.

77% of top service teams excel at leveraging artificial intelligence (AI) compared to **36%** of underperformers.

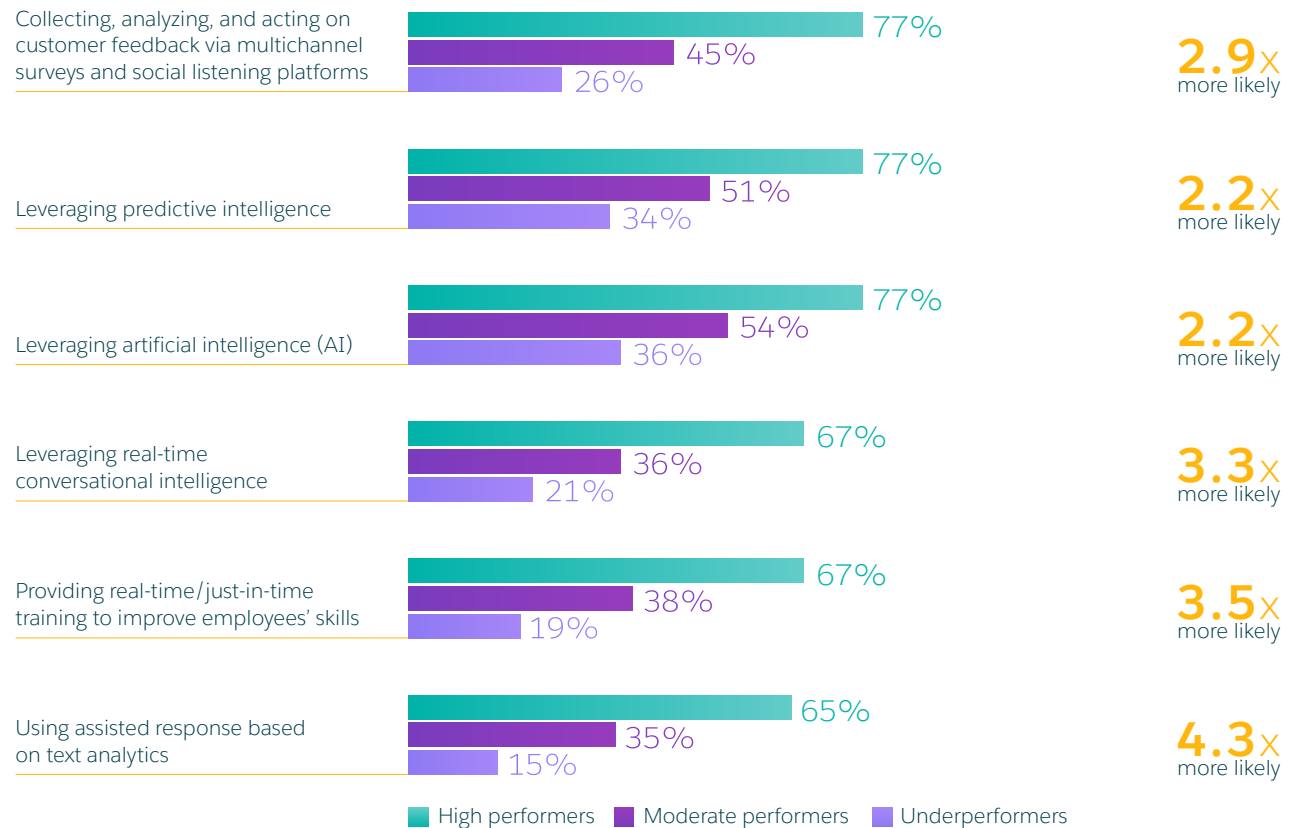
Top service teams are also 3.9x more likely than underperformers to say predictive intelligence will have a transformational impact on their customer service by 2020. This aligns with our finding that 51% of consumers and 75% of business buyers expect that, by 2020, companies will anticipate their needs and make relevant suggestions before they reach out.*

Top Teams Already Deliver Intelligent Service

From artificial intelligence to predictive intelligence, emerging smart technologies are being put to greater use by high performers. Top teams are 2.2x more likely than underperformers to excel at implementing predictive intelligence.

Percentage of Service Teams That Rate Their Intelligent Service Capabilities as Excellent or Above Average

High Performers vs. Underperformers



* “State of the Connected Customer,” Salesforce Research, October 2016.

04 Intelligent Service

Smart Tech Ushers in New Ways to Connect

Along with the uptick in intelligent service, there's an emerging shift toward creating conversational customer experiences.

High-performing service teams are 3.3x more likely than underperformers to excel at leveraging real-time conversational intelligence (e.g., using behavioral signals during the conversation to gain customer empathy and build rapport).

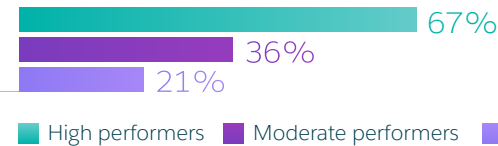
Delivering conversational service is a goal not only for top teams; 68% of service agents agree they have the resources needed to develop their soft skills – such as listening and self-control.

Cutting-Edge Teams Are Developing Conversational Intelligence

In order to build rapport with customers, 67% of high-performing teams use real-time conversational intelligence. Forty-six percent of service teams track agent-to-customer empathy as a KPI and another 29% plan to track.

Percentage of Service Teams That Rate Their Ability as Excellent or Above Average

Leveraging real-time conversational intelligence (i.e., agents use behavioral signals during the conversation to gain customer empathy/rapport)



High Performers vs. Underperformers

3.3x
more likely

“ SERVICE LEADER perspective

“If you anticipate what the customer's going to ask before they ask, that's a moment they're going to remember.”
– VADIM POLIKOV, CO-FOUNDER, DIRECT ENERGY SOLAR

* “State of the Connected Customer,” Salesforce Research, October 2016.

04 Spotlight

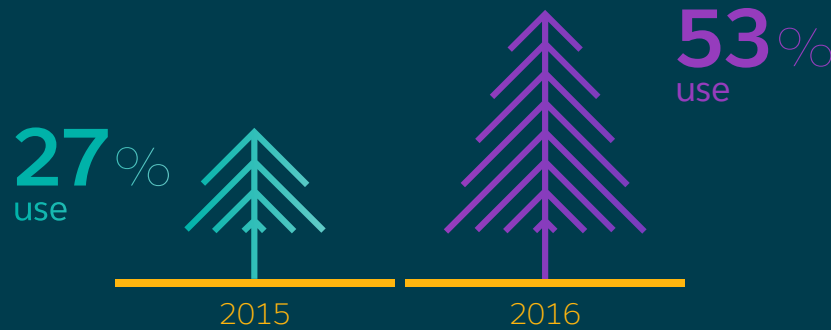
IoT Shines as a New Service Outlet

The Internet of Things (IoT) creates a whole new arena for how service agents are connecting with customers. The proliferation of connected-devices, the volume of data they produce, and the unique value of that data make the IoT a special area of interest for service leaders. From 2015 to 2016, service teams dialed up their IoT usage by 98%.

The most popular data types that service teams are using (or planning to use) for IoT purposes include product usage trends, diagnostic data, and location data. High performers are 4.1x more likely than underperformers to say the IoT/connected products will have a transformational impact on their service organization by 2020.

Service Teams Using IoT Nearly Double

Percentage of Service Teams That Are Using Internet of Things Technologies



Product Usage Trends Is Top Data Type for Service IoT*

Percentage of Service Teams Using Internet of Things Data in the Following Ways



* Data reported is from respondents who use IoT technologies.

Last Look

Tips for Becoming a Top Service Team

01 | Give Customers a Conversational Experience

Customers want conversational service – in other words, they expect interactions to be real time, personalized, and consistent across channels. Keep speed, personalization, and continuity top of mind for your team.

02 | Collaborate across Your Company to Improve Customer Experience

A customer's journey with a company is rarely linear or limited to a single department. Providing a customer experience that feels the same across units means aligning service with sales, marketing, and IT more closely than ever.

03 | Engage Your Agents

Keeping your service agents engaged and empowered is in everyone's best interest. Not only is it the right thing to do from a talent-development standpoint, it also makes business sense. Top service agents are more likely to feel valued by senior leadership, plan to work for their company a year from now, and be personally invested in their customers' success.

04 | Level Up with Smarter Service

What if you could solve your customers' issues before they're even aware of a pending problem? AI and predictive technologies are helping service teams create more proactive experiences.



Country Profiles

Country Profile

United States (711 Service Professionals)

Top of Mind for Service Professionals

High-Growth KPIs Include Metrics Focused on CX



71% of service professionals agree they have implemented more customer-oriented KPIs to measure performance

Customer Centricity Is at the Core of Service's Strategic Vision

77% of service professionals were more focused over the past 12–18 months on creating deeper customer relationships

76% of service professionals were more focused over the past 12–18 months on providing customers with a consistent experience across every channel

Service's Prominent Role across the Business

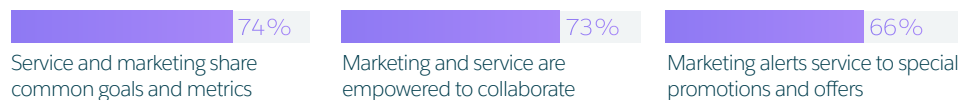
Service Is a Sales Channel

Percentage Who Strongly Agree or Agree with the Following Statements



Service Becomes a Marketing Mainstay

Percentage Who Strongly Agree or Agree with the Following Statements



Designing Customer-Centric Experiences

Percentage Who Rate Their Abilities as Excellent or Above Average at the Following



Agent Empowerment

A Shared, Single Customer View Empowers Service Teams

78% of service professionals say it's absolutely critical or very important to have a shared, single view of the customer

Percentage Who Strongly Agree or Agree That a Shared, Single View Empowers Service to ...



Asked of respondents who say they have a shared, single view of the customer.

Improving Tech Use

74% of service professionals were more focused over the past 12–18 months on improving the use of service technology

Tech Helps Teams Deliver Proactive Service

Percentage Who Are Using Technologies to Deliver Proactive Service



59% of service professionals currently provide mobile apps for service agents

Country Profile

Canada (275 Service Professionals)

Top of Mind for Service Professionals

High-Growth KPIs Include Metrics Focused on CX



70% of service professionals agree they have implemented more customer-oriented KPIs to measure performance

Customer Centricity Is at the Core of Service's Strategic Vision

71% of service professionals were more focused over the past 12–18 months on creating deeper customer relationships

70% of service professionals were more focused over the past 12–18 months on providing customers with a consistent experience across every channel

Service's Prominent Role across the Business

Service Is a Sales Channel

Percentage Who Strongly Agree or Agree with the Following Statements



Service Becomes a Marketing Mainstay

Percentage Who Strongly Agree or Agree with the Following Statements



Designing Customer-Centric Experiences

Percentage Who Rate Their Abilities as Excellent or Above Average at the Following

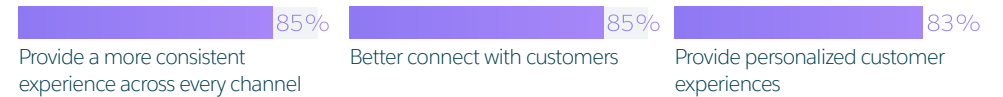


Agent Empowerment

A Shared, Single Customer View Empowers Service Teams

74% of service professionals say it's absolutely critical or very important to have a shared, single view of the customer

Percentage Who Strongly Agree or Agree That a Shared, Single View Empowers Service to ...



Asked of respondents who say they have a shared, single view of the customer.

Improving Tech Use

72% of service professionals were more focused over the past 12–18 months on improving the use of service technology

Tech Helps Teams Deliver Proactive Service

Percentage Who Are Using Technologies to Deliver Proactive Service



58% of service professionals currently provide mobile apps for service agents

Country Profile

France (275 Service Professionals)

Top of Mind for Service Professionals

High-Growth KPIs Include Metrics Focused on CX



66% of service professionals agree they have implemented more customer-oriented KPIs to measure performance

Customer Centricity Is at the Core of Service's Strategic Vision

69% of service professionals were more focused over the past 12–18 months on creating deeper customer relationships

67% of service professionals were more focused over the past 12–18 months on providing customers with a consistent experience across every channel

Service's Prominent Role across the Business

Service Is a Sales Channel

Percentage Who Strongly Agree or Agree with the Following Statements



Service Becomes a Marketing Mainstay

Percentage Who Strongly Agree or Agree with the Following Statements



Designing Customer-Centric Experiences

Percentage Who Rate Their Abilities as Excellent or Above Average at the Following

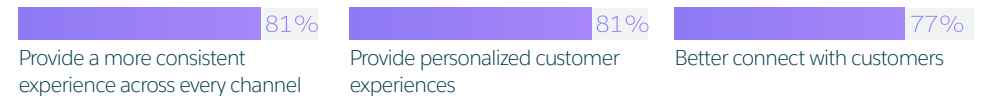


Agent Empowerment

A Shared, Single Customer View Empowers Service Teams

71% of service professionals say it's absolutely critical or very important to have a shared, single view of the customer

Percentage Who Strongly Agree or Agree That a Shared, Single View Empowers Service to ...



Asked of respondents who say they have a shared, single view of the customer.

Improving Tech Use

62% of service professionals were more focused over the past 12–18 months on improving the use of service technology

Tech Helps Teams Deliver Proactive Service

Percentage Who Are Using Technologies to Deliver Proactive Service



66% of service professionals currently provide mobile apps for service agents

Country Profile

Germany (275 Service Professionals)

Top of Mind for Service Professionals

High-Growth KPIs Include Metrics Focused on CX



57% of service professionals agree they have implemented more customer-oriented KPIs to measure performance

Customer Centricity Is at the Core of Service's Strategic Vision

60% of service professionals were more focused over the past 12–18 months on creating deeper customer relationships

60% of service professionals were more focused over the past 12–18 months on providing customers with a consistent experience across every channel

Service's Prominent Role across the Business

Service Is a Sales Channel

Percentage Who Strongly Agree or Agree with the Following Statements



Service Becomes a Marketing Mainstay

Percentage Who Strongly Agree or Agree with the Following Statements



Designing Customer-Centric Experiences

Percentage Who Rate Their Abilities as Excellent or Above Average at the Following

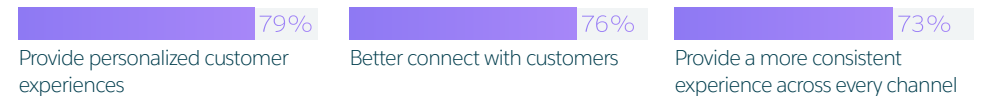


Agent Empowerment

A Shared, Single Customer View Empowers Service Teams

74% of service professionals say it's absolutely critical or very important to have a shared, single view of the customer

Percentage Who Strongly Agree or Agree That a Shared, Single View Empowers Service to ...



Asked of respondents who say they have a shared, single view of the customer.

Improving Tech Use

55% of service professionals were more focused over the past 12–18 months on improving the use of service technology

Tech Helps Teams Deliver Proactive Service

Percentage Who Are Using Technologies to Deliver Proactive Service



54% of service professionals currently provide mobile apps for service agents

Country Profile

Netherlands (275 Service Professionals)

Top of Mind for Service Professionals

High-Growth KPIs Include Metrics Focused on CX



70% of service professionals agree they have implemented more customer-oriented KPIs to measure performance

Customer Centricity Is at the Core of Service's Strategic Vision

77% of service professionals were more focused over the past 12-18 months on creating deeper customer relationships

73% of service professionals were more focused over the past 12-18 months on providing customers with a consistent experience across every channel

Service's Prominent Role across the Business

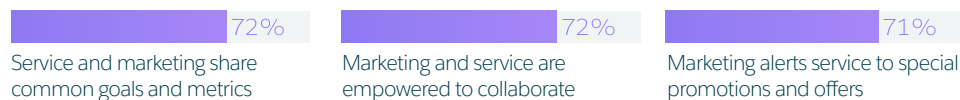
Service Is a Sales Channel

Percentage Who Strongly Agree or Agree with the Following Statements



Service Becomes a Marketing Mainstay

Percentage Who Strongly Agree or Agree with the Following Statements



Designing Customer-Centric Experiences

Percentage Who Rate Their Abilities as Excellent or Above Average at the Following



Agent Empowerment

A Shared, Single Customer View Empowers Service Teams

79% of service professionals say it's absolutely critical or very important to have a shared, single view of the customer

Percentage Who Strongly Agree or Agree That a Shared, Single View Empowers Service to ...



Asked of respondents who say they have a shared, single view of the customer.

Improving Tech Use

71% of service professionals were more focused over the past 12-18 months on improving the use of service technology

Tech Helps Teams Deliver Proactive Service

Percentage Who Are Using Technologies to Deliver Proactive Service



79% of service professionals currently provide mobile apps for service agents

Country Profile

United Kingdom/Ireland (275 Service Professionals)

Top of Mind for Service Professionals

High-Growth KPIs Include Metrics Focused on CX



71% of service professionals agree they have implemented more customer-oriented KPIs to measure performance

Customer Centricity Is at the Core of Service’s Strategic Vision

74% of service professionals were more focused over the past 12–18 months on creating deeper customer relationships

73% of service professionals were more focused over the past 12–18 months on providing customers with a consistent experience across every channel

Service’s Prominent Role across the Business

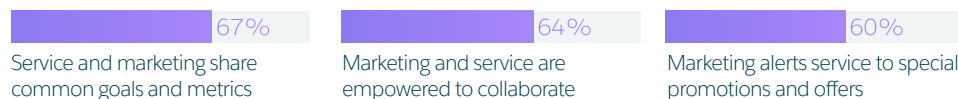
Service Is a Sales Channel

Percentage Who Strongly Agree or Agree with the Following Statements



Service Becomes a Marketing Mainstay

Percentage Who Strongly Agree or Agree with the Following Statements



Designing Customer-Centric Experiences

Percentage Who Rate Their Abilities as Excellent or Above Average at the Following

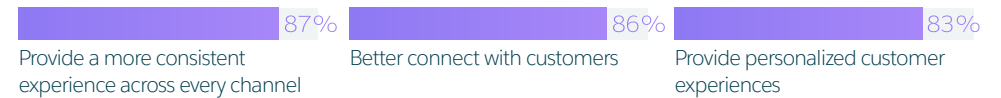


Agent Empowerment

A Shared, Single Customer View Empowers Service Teams

80% of service professionals say it’s absolutely critical or very important to have a shared, single view of the customer

Percentage Who Strongly Agree or Agree That a Shared, Single View Empowers Service to ...



Asked of respondents who say they have a shared, single view of the customer.

Improving Tech Use

68% of service professionals were more focused over the past 12–18 months on improving the use of service technology

Tech Helps Teams Deliver Proactive Service

Percentage Who Are Using Technologies to Deliver Proactive Service



55% of service professionals currently provide mobile apps for service agents

Country Profile

Japan (275 Service Professionals)

Top of Mind for Service Professionals

High-Growth KPIs Include Metrics Focused on CX



37% of service professionals agree they have implemented more customer-oriented KPIs to measure performance

Customer Centricity Is at the Core of Service's Strategic Vision

48% of service professionals were more focused over the past 12-18 months on creating deeper customer relationships

34% of service professionals were more focused over the past 12-18 months on providing customers with a consistent experience across every channel

Service's Prominent Role across the Business

Service Is a Sales Channel

Percentage Who Strongly Agree or Agree with the Following Statements



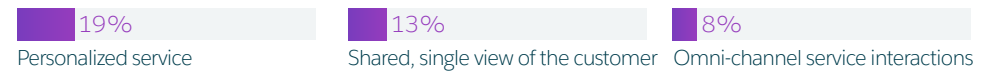
Service Becomes a Marketing Mainstay

Percentage Who Strongly Agree or Agree with the Following Statements



Designing Customer-Centric Experiences

Percentage Who Rate Their Abilities as Excellent or Above Average at the Following



Agent Empowerment

A Shared, Single Customer View Empowers Service Teams

40% of service professionals say it's absolutely critical or very important to have a shared, single view of the customer

Percentage Who Strongly Agree or Agree That a Shared, Single View Empowers Service to ...



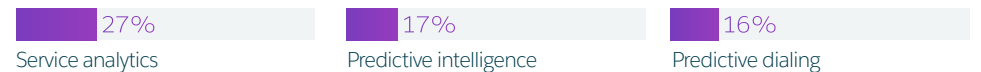
Asked of respondents who say they have a shared, single view of the customer.

Improving Tech Use

32% of service professionals were more focused over the past 12-18 months on improving the use of service technology

Tech Helps Teams Deliver Proactive Service

Percentage Who Are Using Technologies to Deliver Proactive Service



31% of service professionals currently provide mobile apps for service agents

Country Profile

Australia/New Zealand (275 Service Professionals)

Top of Mind for Service Professionals

High-Growth KPIs Include Metrics Focused on CX



77% of service professionals agree they have implemented more customer-oriented KPIs to measure performance

Customer Centricity Is at the Core of Service's Strategic Vision

73% of service professionals were more focused over the past 12-18 months on creating deeper customer relationships

79% of service professionals were more focused over the past 12-18 months on providing customers with a consistent experience across every channel

Service's Prominent Role across the Business

Service Is a Sales Channel

Percentage Who Strongly Agree or Agree with the Following Statements



Service Becomes a Marketing Mainstay

Percentage Who Strongly Agree or Agree with the Following Statements



Designing Customer-Centric Experiences

Percentage Who Rate Their Abilities as Excellent or Above Average at the Following

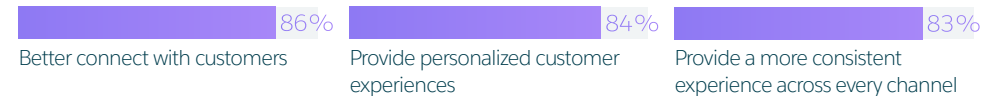


Agent Empowerment

A Shared, Single Customer View Empowers Service Teams

83% of service professionals say it's absolutely critical or very important to have a shared, single view of the customer

Percentage Who Strongly Agree or Agree That a Shared, Single View Empowers Service to ...



Asked of respondents who say they have a shared, single view of the customer.

Improving Tech Use

71% of service professionals were more focused over the past 12-18 months on improving the use of service technology

Tech Helps Teams Deliver Proactive Service

Percentage Who Are Using Technologies to Deliver Proactive Service



76% of service professionals currently provide mobile apps for service agents

Appendices

Appendix

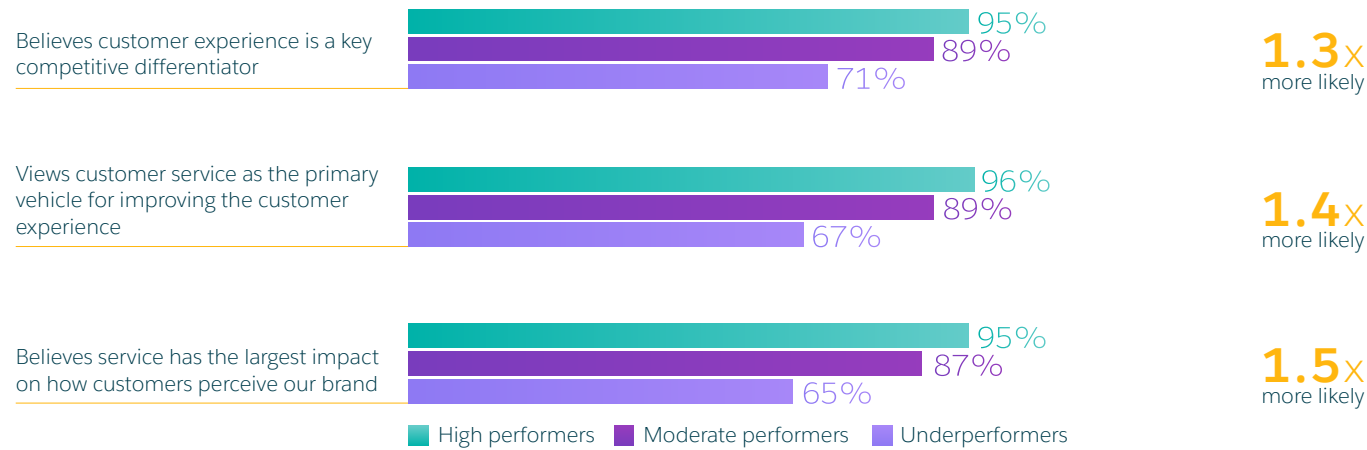
Connected Customers Reshape Service's Mandate

Increased attention is being paid to defining, understanding, and optimizing the customer experience.

Here we see the percentage of service professionals who view the customer experience as a key competitive differentiator by performance level.

Percentage of Service Teams That Strongly Agree or Agree with the Following Statements

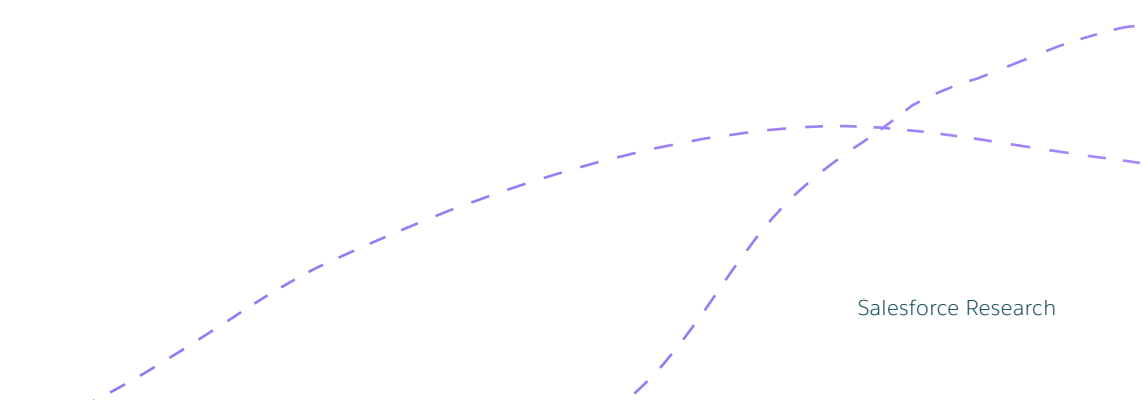
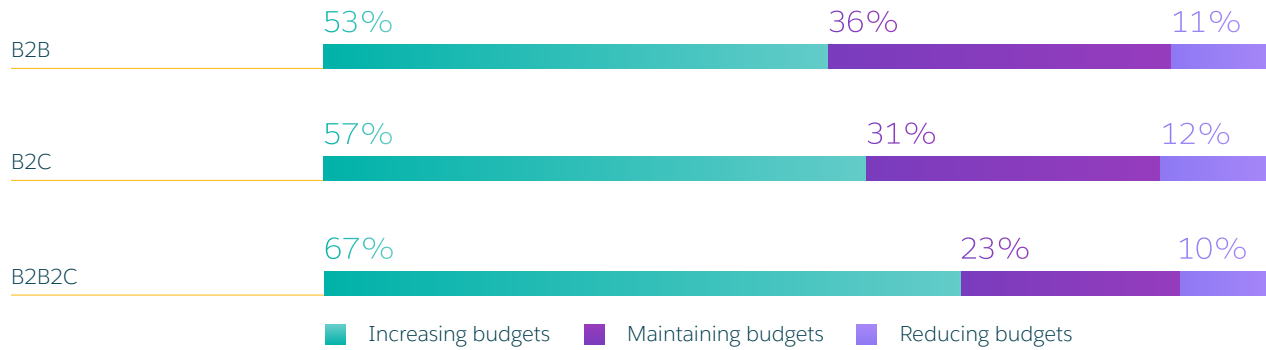
High Performers vs. Underperformers



Connected Customers Reshape Service's Mandate

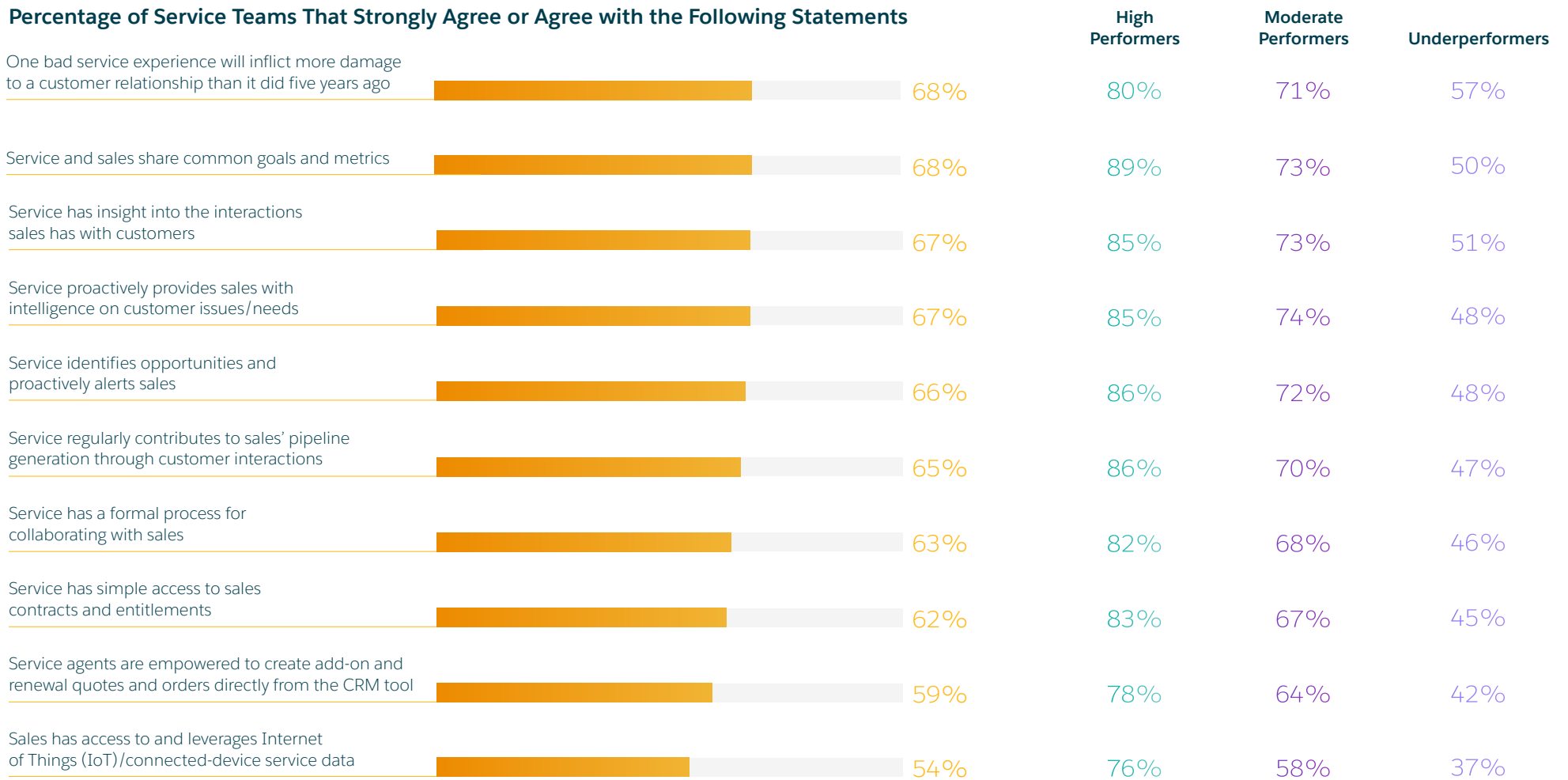
B2B2C companies are reinvesting in their teams to elevate the customer experience and meet customer expectations. Here we see the percentage of service professionals planning to increase their budgets over the next two years by business type.

Anticipated Service Budget Change Over the Next Two Years by Business Type



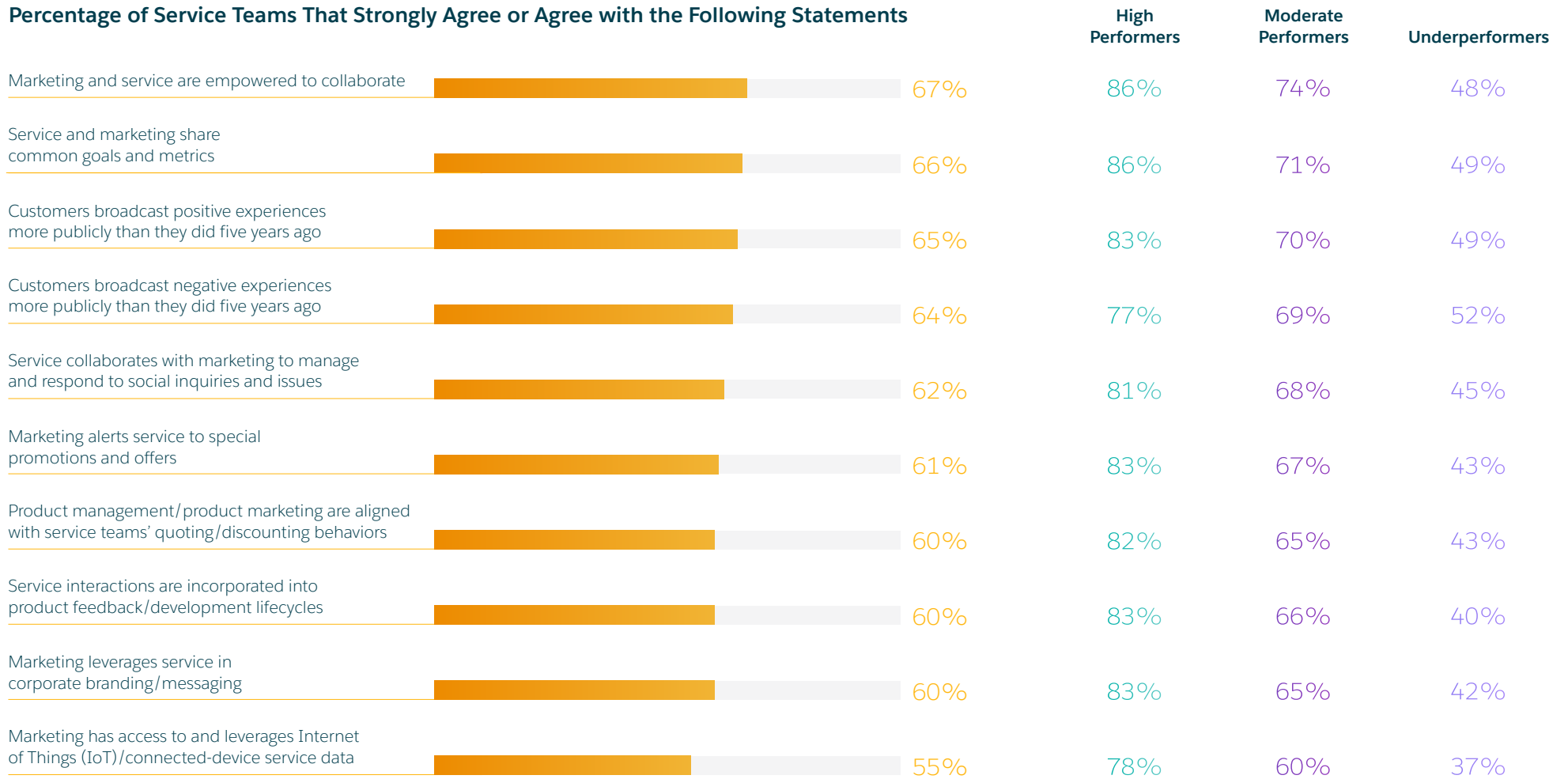
Service Leads the Customer Experience Charge

The call for sales and service departments to work in unison has never been greater. Here we see the percentage of service teams who agree with the following statements about service and sales teams by performance level.



Service Leads the Customer Experience Charge

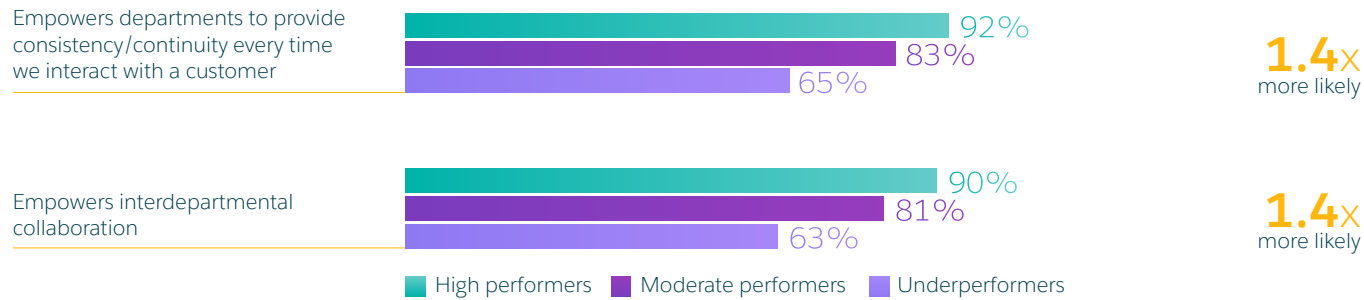
Service and marketing teams must collaborate to manage and respond to inquiries and issues across every channel. Here we see the percentage of service teams who agree with the following statements about service and marketing teams by performance level.



Service Leads the Customer Experience Charge

A majority of service professionals agree that their teams are empowered to collaborate across departments and strive for more consistent service. Here we see the percentage of service teams who agree with the following statements about having a shared, single view of the customer by performance level.

Percentage of Service Teams That Strongly Agree or Agree with the Following Statements about Having a Shared, Single View of the Customer by Performance Level* High Performers vs. Underperformers



* Asked of respondents who say they have a shared, single view of the customer.

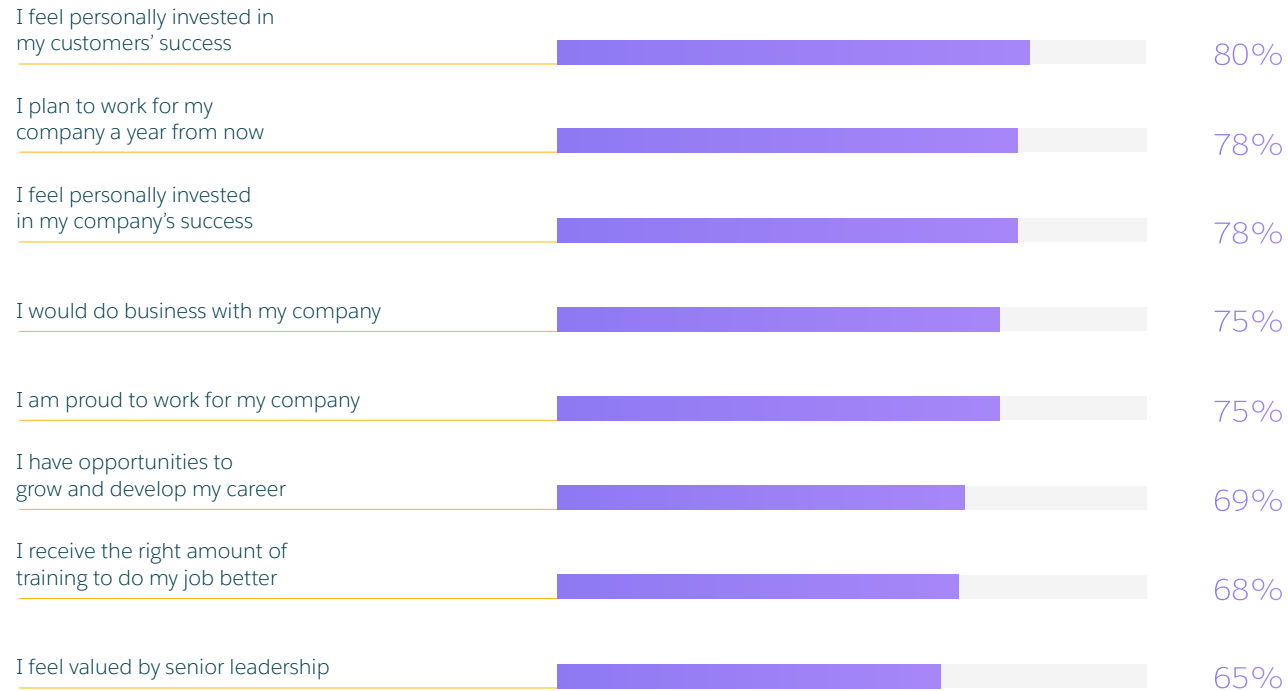
Appendix

Companies Boost Investment in Agent Success

A majority of service professionals are invested in the success of their companies and customers.

Here we see how service professionals overall feel about their companies and careers.

Percentage of Service Professionals Who Strongly Agree or Agree with the Following Statements

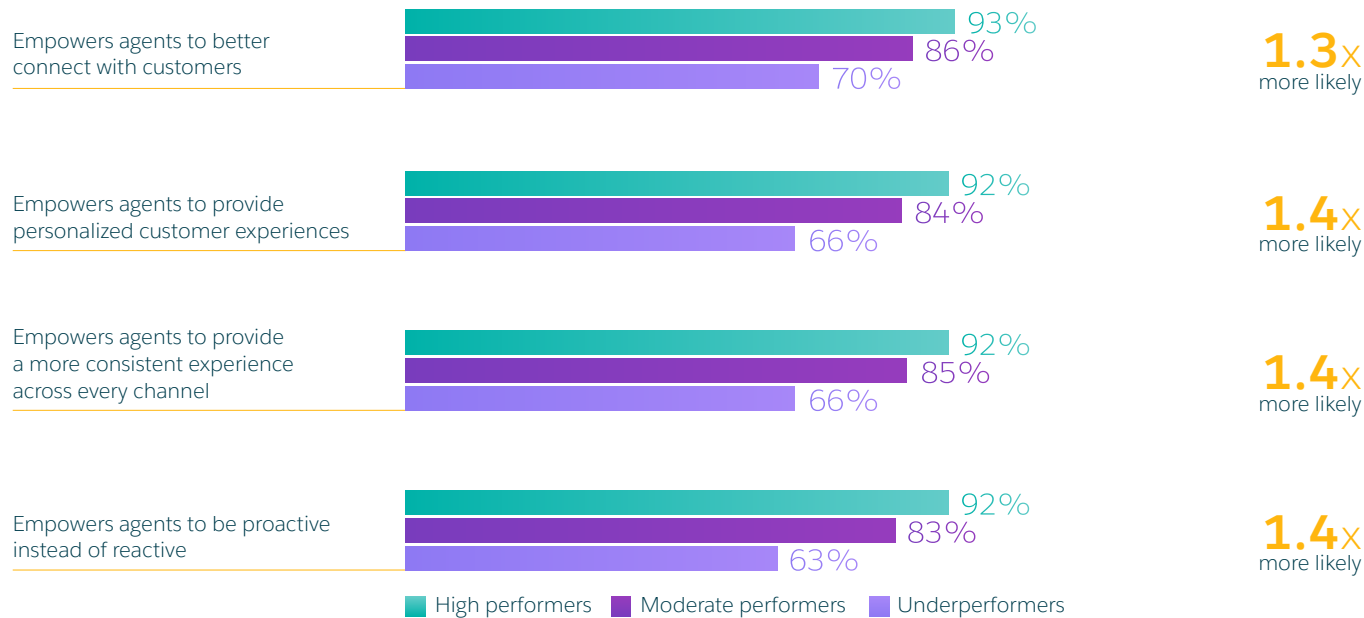


Companies Boost Investment in Agent Success

Most agree that having a single view of the customer creates empowerment among agents and teams. Here we see the percentage of service teams that agree with the following statements about having a shared, single view of the customer by performance level.

Percentage of Service Teams That Strongly Agree or Agree with the Following Statements about Having a Shared, Single View of the Customer by Performance Level*

High Performers vs. Underperformers



Percentage of Service Teams That Strongly Agree or Agree with the Following Statements

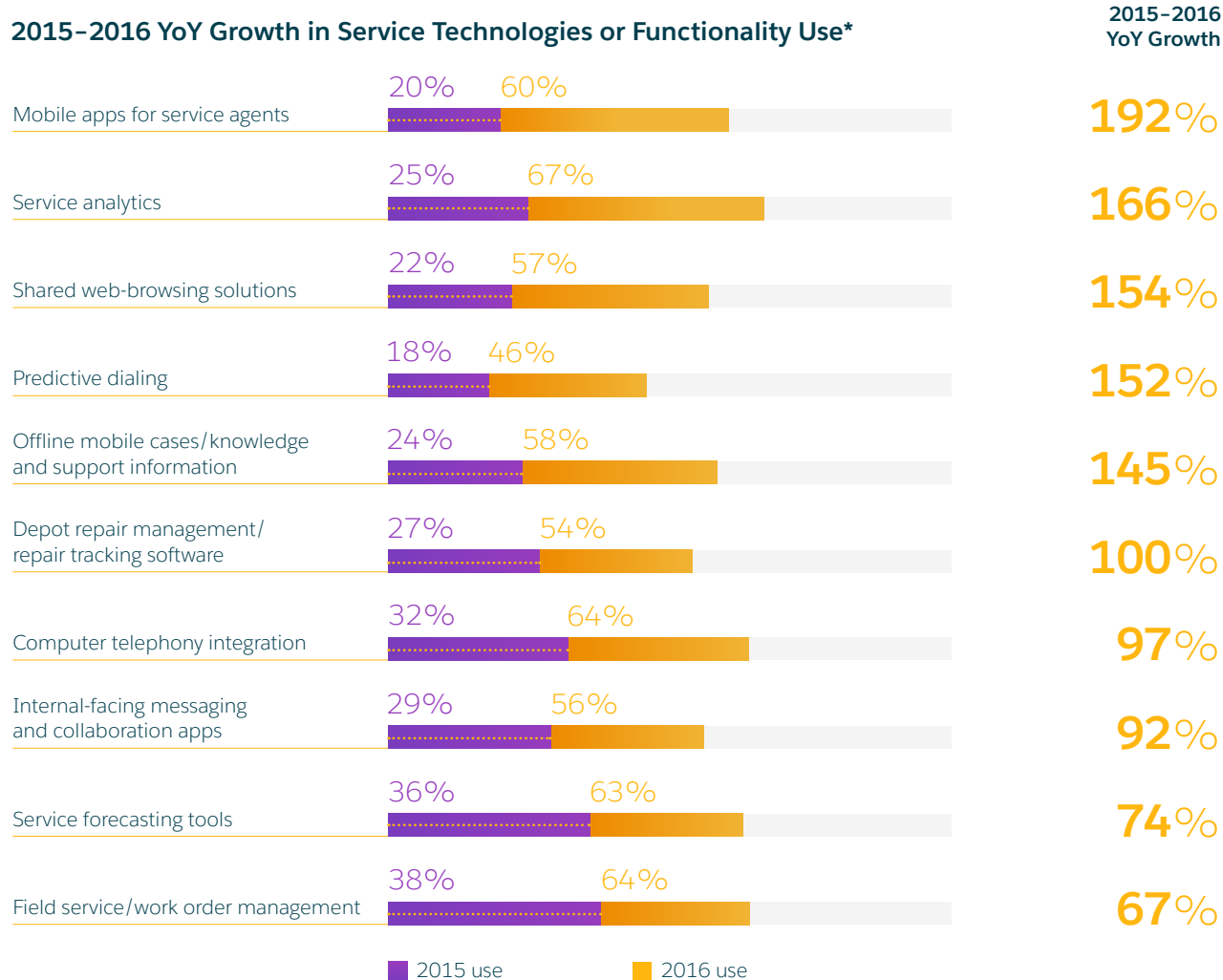


* Asked of respondents who say they have a shared, single view of the customer.

Appendix

Companies Boost Investment in Agent Success

Triple-digit growth is expected in the use of mobile apps for service agents, service analytics, predictive dialing, and shared web-browsing solutions. Here we see the percentage of service teams that have increased the use of the following service technologies or functionalities between 2015 and 2016.



* 2015 data from the "2015 State of Service," Salesforce Research, August 2015.

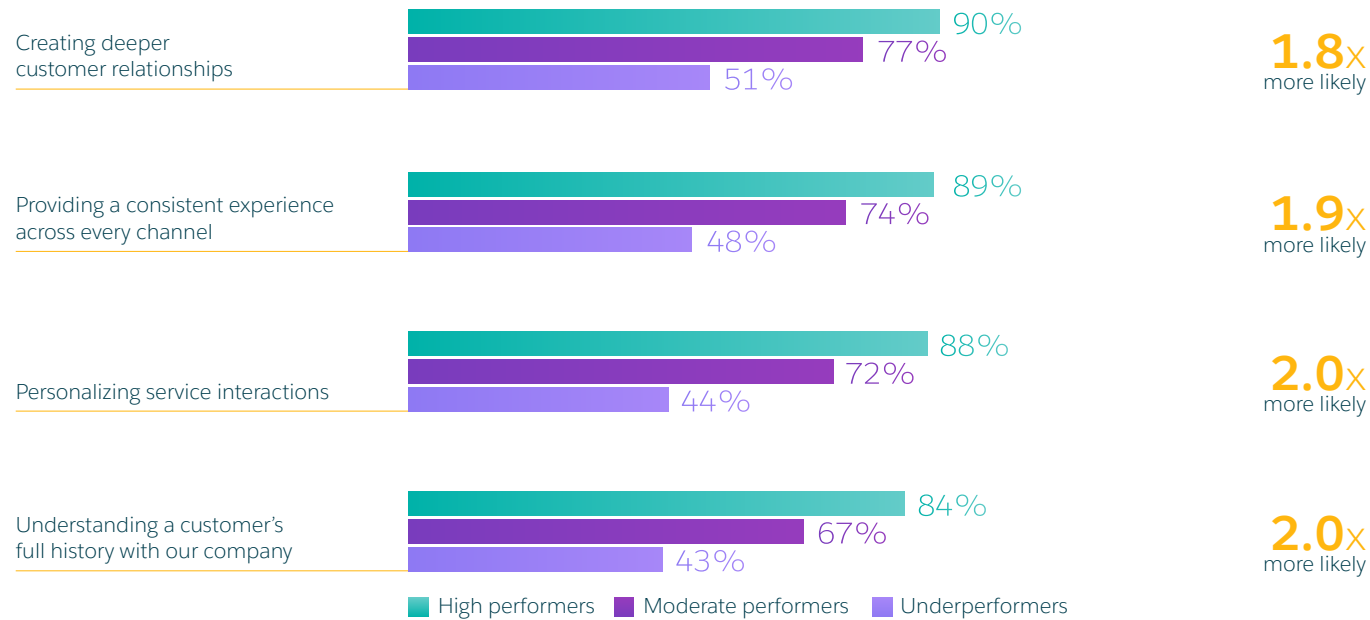
Appendix

Service KPIs Pivot Toward Customer Success

Top teams are laser-focused on creating deeper customer relationships and providing a consistent experience across every channel. Here we see the percentage of service teams that say they've been more focused on becoming more customer-centric over the past 12-18 months by performance level.

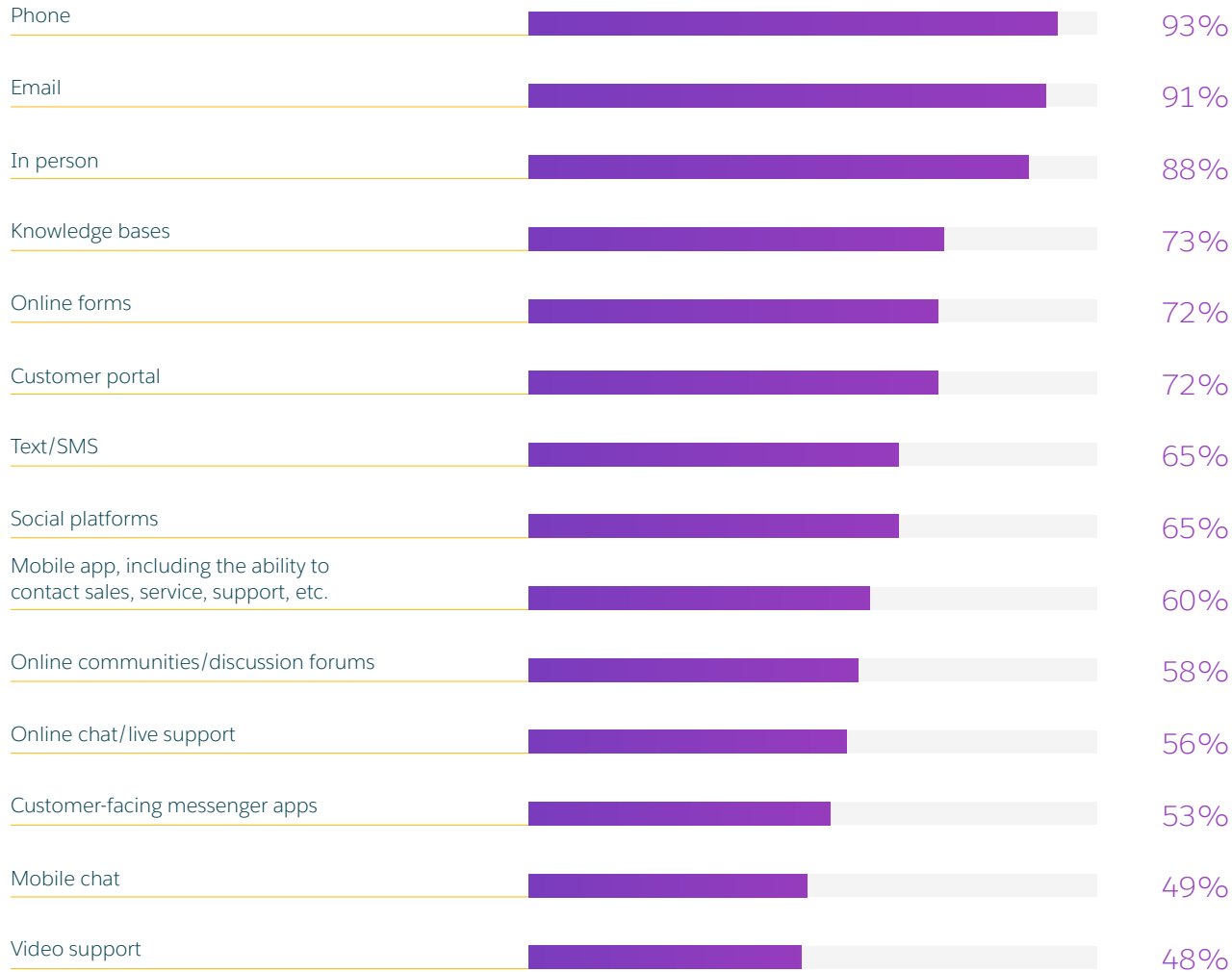
Percentage of Service Teams That Have Become More Focused on the Following Over the Past 12-18 Months by Performance Level

High Performers vs. Underperformers



Service KPIs Pivot Toward Customer Success

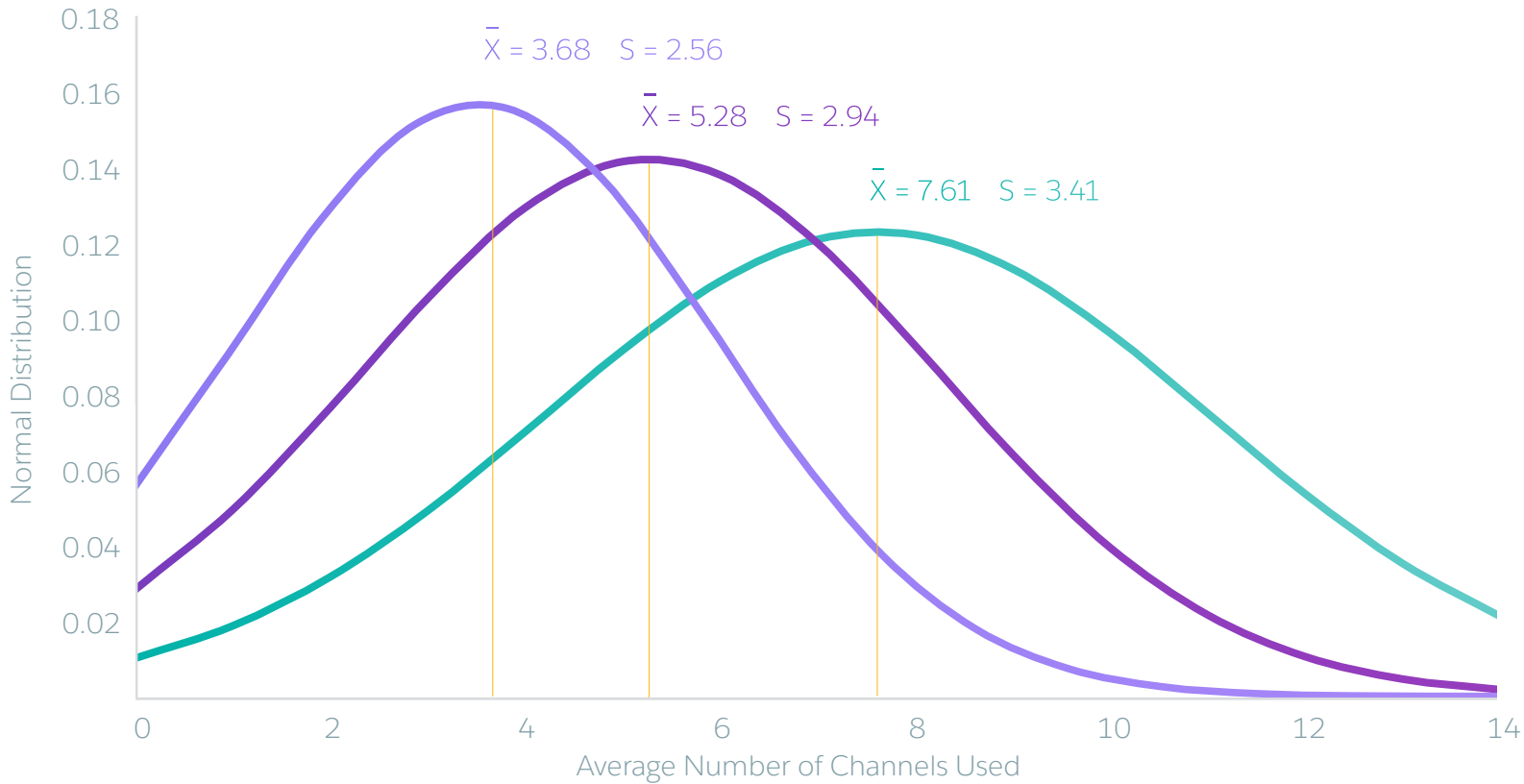
Service teams are tuning in on more channels to better serve customers. Here we see the percentage of service teams that use each service channel.

Percentage of Service Teams That Use Each Channel

Service KPIs Pivot Toward Customer Success

More than half of service teams extensively deliver service on at least five channels. *High performers extensively deliver service on twice as many channels as underperformers.*

Distribution of Extensive Channel Use by Performance Level



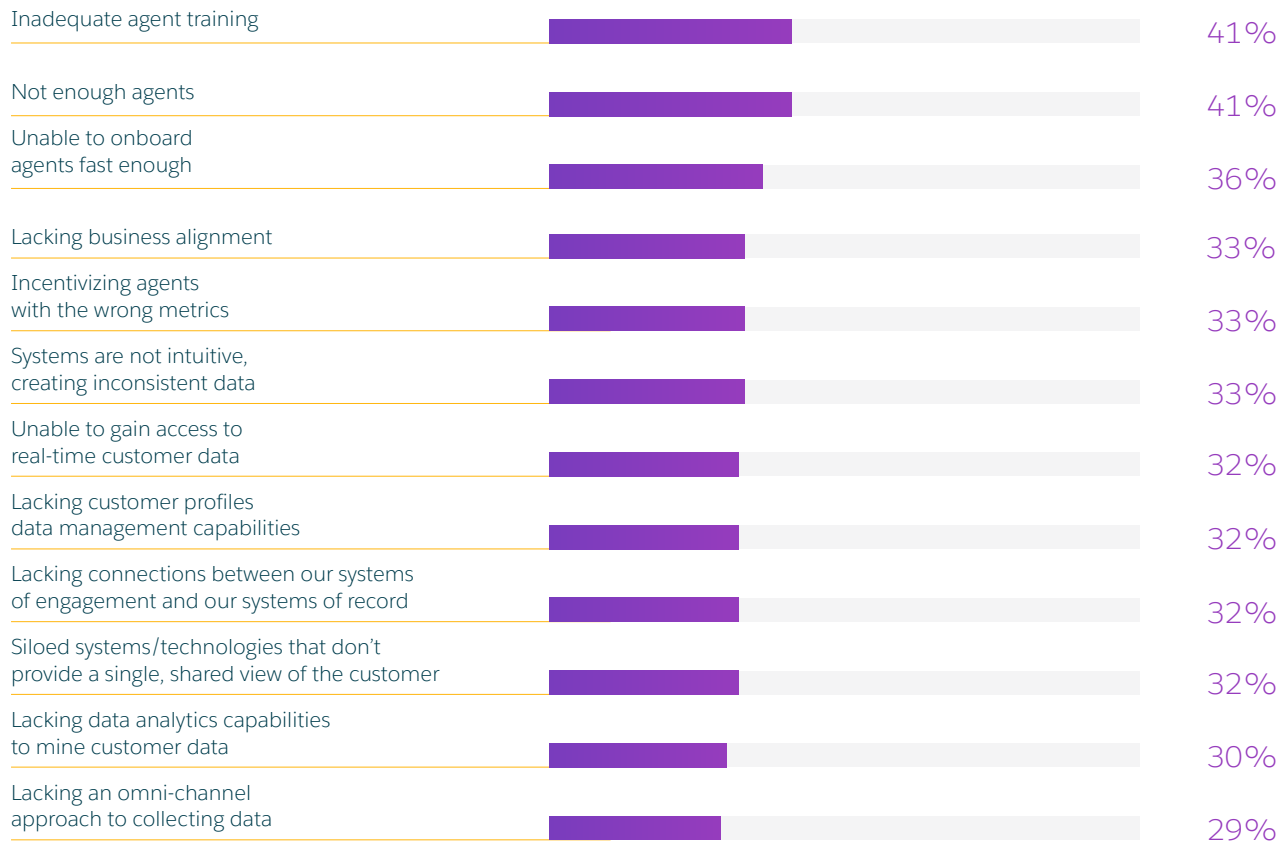
■ High performers ■ Moderate performers ■ Underperformers

X̄ = Average/mean score S = Standard deviation

Service KPIs Pivot Toward Customer Success

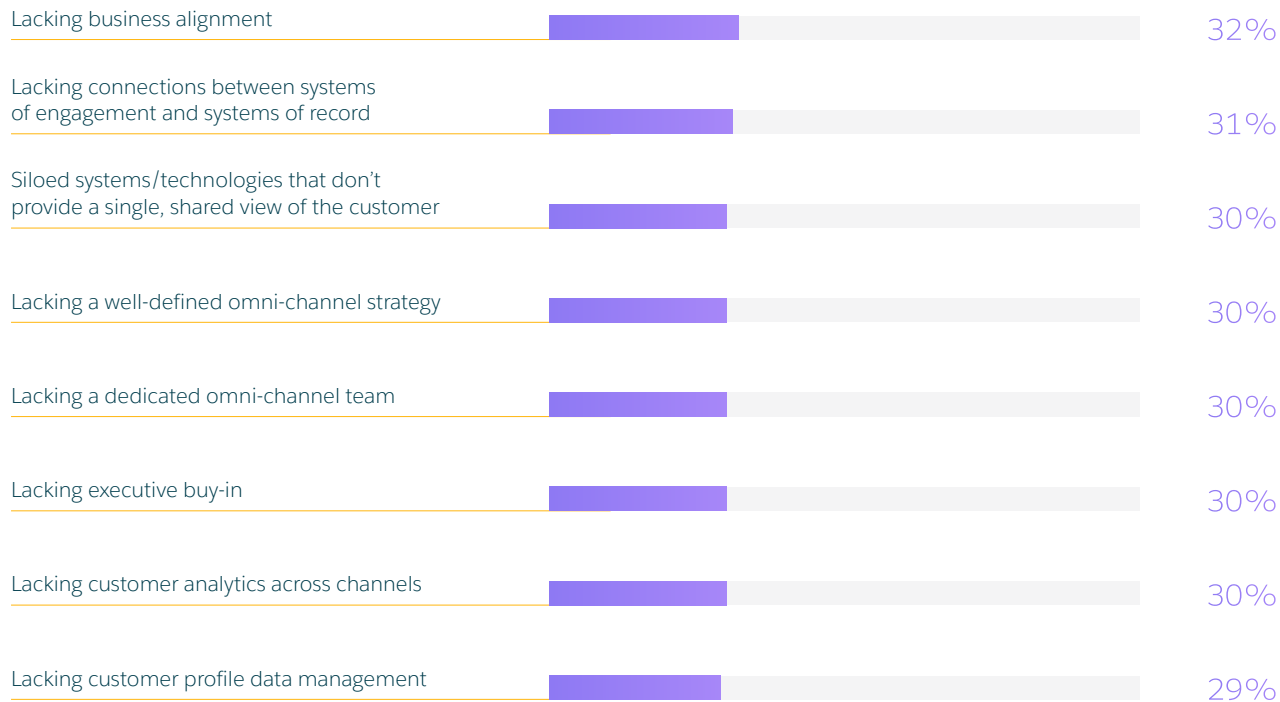
Service teams face a wide range of challenges on their path to becoming customer-centric. Here we see the percentage of service teams that say the following factors inhibit them from providing personalized service.

Percentage of Service Teams That Say the Following Factors Completely or Mostly Inhibit Them from Providing Personalized Service



Service KPIs Pivot Toward Customer Success

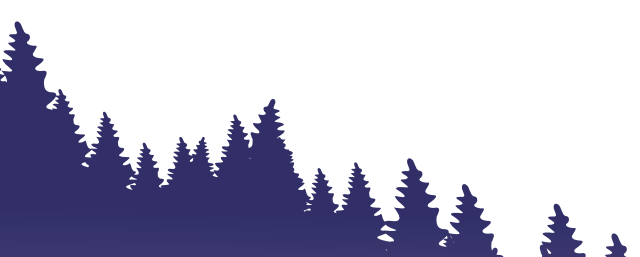
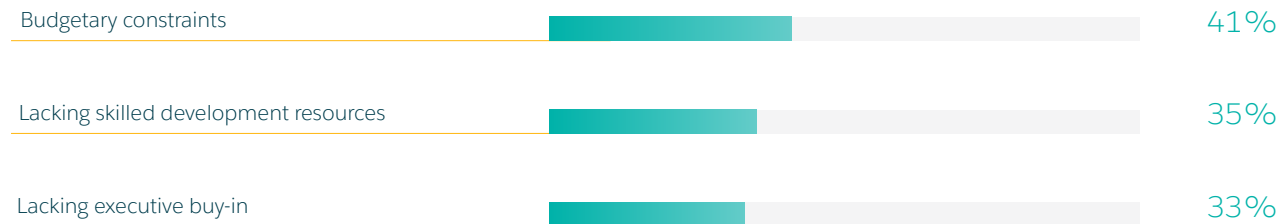
Service teams face a wide range of challenges on their path to becoming customer-centric. Here we see the percentage of service teams that say the following factors inhibit them from providing consistent omni-channel experiences.

Percentage of Service Teams That Say the Following Factors Completely or Mostly Inhibit Them from Providing Consistent Omni-Channel Experiences

Service KPIs Pivot Toward Customer Success

Service teams face a wide range of challenges on their path to becoming customer-centric. Here we see the percentage of service teams that say the following factors inhibit them from providing mobile service capabilities.

Percentage of Service Teams That Say the Following Factors Completely or Mostly Inhibit Them from Providing Mobile Service Capabilities

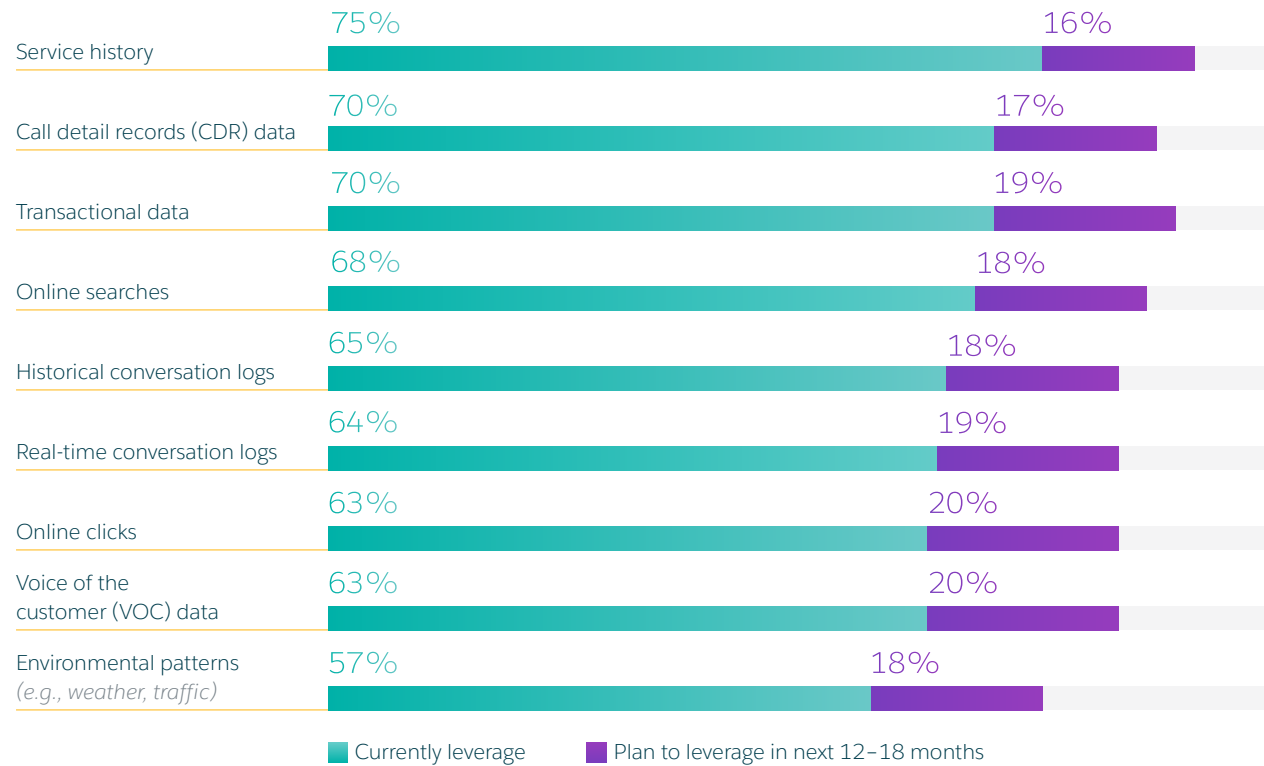


Appendix

Smart Tech Ushers in New Ways to Connect

Service history is the most commonly leveraged data for service teams using predictive intelligence capabilities.
Here we see the percentage of service teams that leverage various types of predictive intelligence data.

Percentage of Service Teams That Say They're Leveraging Predictive Intelligence Data in the Following Ways*



* Data reported is from respondents who use predictive intelligence capabilities.

Survey Demographics

Company Type

Business-to-business.....	18%
Business-to-consumer.....	33%
Business-to-business-to-consumer.....	49%

Industry

Consumer products and retail.....	16%
Financial services.....	10%
Healthcare and life sciences.....	10%
Professional services.....	9%
Engineering, construction, real estate.....	8%
Hospitality, travel, transportation.....	8%
Manufacturing and wholesale.....	7%
Public sector.....	6%
High tech.....	5%
Communications.....	4%
Automotive.....	4%
Education.....	4%
Energy.....	3%
Media and entertainment.....	2%
Agriculture and mining.....	1%
Recreation and sports.....	1%
Other.....	1%

Company Size

Small (1-100 employees).....	30%
Medium (101-3,500 employees).....	48%
Enterprise (3,501+ employees).....	22%

Country

United States.....	27%
United Kingdom/Ireland.....	10%
Germany.....	10%
Canada.....	10%
France.....	10%
Japan.....	10%
Netherlands.....	10%
Australia/New Zealand.....	10%

Region

EMEA.....	42%
NAM.....	37%
APAC.....	21%

Generation

Baby Boomers/traditionalists.....	21%
Gen Xers.....	43%
Millennials.....	36%

Service Team Size

Less than 25 service employees.....	30%
25-50 service employees.....	20%
51-250 service employees.....	17%
251-500 service employees.....	9%
501-1,000 service employees.....	9%
More than 1,000 service employees.....	15%

Service Primary Focus

Team leader or higher.....	53%
Individual contributor (including field service).....	44%
Field service.....	5%
Service trainer.....	3%

Who Service Supports

Business customers.....	62%
End customers.....	59%
In-house service/support techs.....	29%
Partners/resellers.....	28%
In-house salespeople.....	24%
Third-party service techs.....	17%
Other employees (e.g., IT help desk).....	16%
Other.....	2%



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