



Seventh Edition

State of Service

Insights from over 6,500
service professionals.



Executive Letter



Customer service is entering a new era. Our last State of Service documented a rise in customer demands. Today, artificial intelligence (AI) is boosting productivity, speeding up resolutions, and providing more support to service teams – while also cutting costs. The AI revolution promised to transform customer service. It delivered.

We surveyed 6,500 service professionals to understand what’s working now that the technology has moved from pilot programs to daily operations. As AI adoption matures across the industry, all eyes are now turning to AI agents – autonomous systems that can take action alongside human teams, not just provide information. Our findings show that most service leaders (79%) believe investing in AI agents is fundamental to meeting current business demands.

The companies pulling ahead aren't just using AI agents. They’re building real collaboration between humans and AI agents across all their digital channels, with a unifying data strategy that makes these partnerships actually work at scale. This report digs into both their successes and struggles, revealing how companies and service professionals navigate this new landscape through human-AI collaboration.

The perspectives shared by today’s service leaders – the ones pairing humans with AI in their daily operations – will illuminate the path forward. Our hope is that this research will be a trusted companion as you chart the future of customer service – a future in which humans and AI agents work together to create unprecedented success.

Kishan Chetan

Kishan Chetan

EVP & GM
Salesforce Service Cloud

What You'll Find in This Report

For the seventh edition of the State of Service report, Salesforce surveyed 6,500 service professionals to learn how:

- Limited resources are driving investment in AI
- Emerging types of AI are taking off in service organizations
- Leaders are implementing AI in field service

Data in this report is from a double-anonymous survey conducted from April 25, 2025, through June 6, 2025. Respondents represent 40 countries across five continents. All respondents are third-party panelists. For further sample details, see page 37.



6,500 customer service
professionals surveyed worldwide

[†]Single Sample Group

Flag icons: Getty Images



Salesforce Research provides data-driven insights to help businesses transform how they drive customer success.

Who We Surveyed

In this report, we refer to the following respondent groups.

Service representatives

Frontline employees who support customers from the employee's home, store, or office.

Field service technicians

Frontline employees who provide support in the field, at the customer's home or business – in-person or virtually.

Service operations

Service professionals who oversee operations and equip internal teams with tools, systems, and processes.

Service leaders

Service vice presidents, directors, and team leaders who oversee both field service technicians and service representatives.

- **Field service leaders**

Service leaders who oversee field service only.

- **Representative leaders**

Service leaders who oversee service representatives only.

Service professionals

All survey respondents, inclusive of all groups above.



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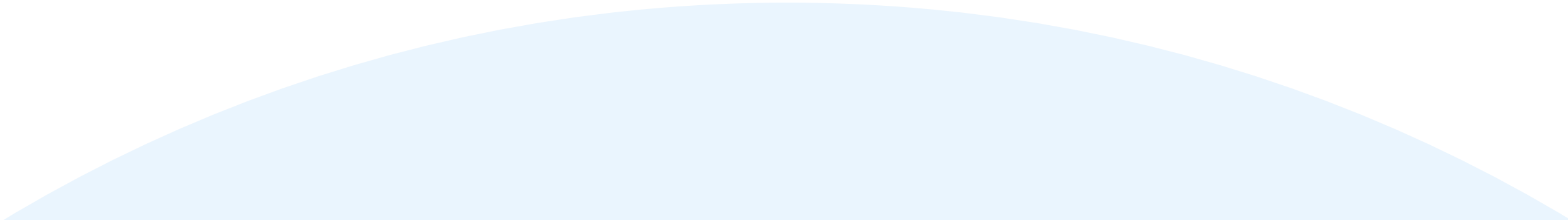
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Executive Summary

As organizations strive to deliver exceptional customer experiences, AI has emerged as a transformative force in service. While AI holds promise for service delivery, its adoption isn't without challenges. By understanding the obstacles to AI implementation and harnessing its potential, businesses can improve customer interactions, streamline operations, and drive growth as they evolve into agentic enterprises.

01

Teams Tackle AI Adoption Challenges

Service teams face challenges like meeting customer demands with limited resources, talent shortages, and implementing AI successfully. However, **companies who've integrated their service channel data in one unified platform are 1.4x more likely to call their AI implementation very successful compared to those with siloed systems.**

02

AI Agents Redefine Customer Service

Companies are incorporating predictive, generative, and agentic AI to deliver faster, more accurate, and more personalized interactions. Leaders expect AI agents to amplify prior AI outcomes and are backing that expectation with investment. **Seventy-nine percent of service leaders say investment in AI agents is essential to meet business demands.**

03

AI Gets Conversational with Voice and Multimodal Interactions

Conversational AI is reshaping customer communication across digital channels, like text and chat, increasing self-service resolution rates. When cases do need human attention, the right AI tools maintain context. **Eighty-five percent of service professionals with voice AI say transitions to human representatives are seamless for customers.**

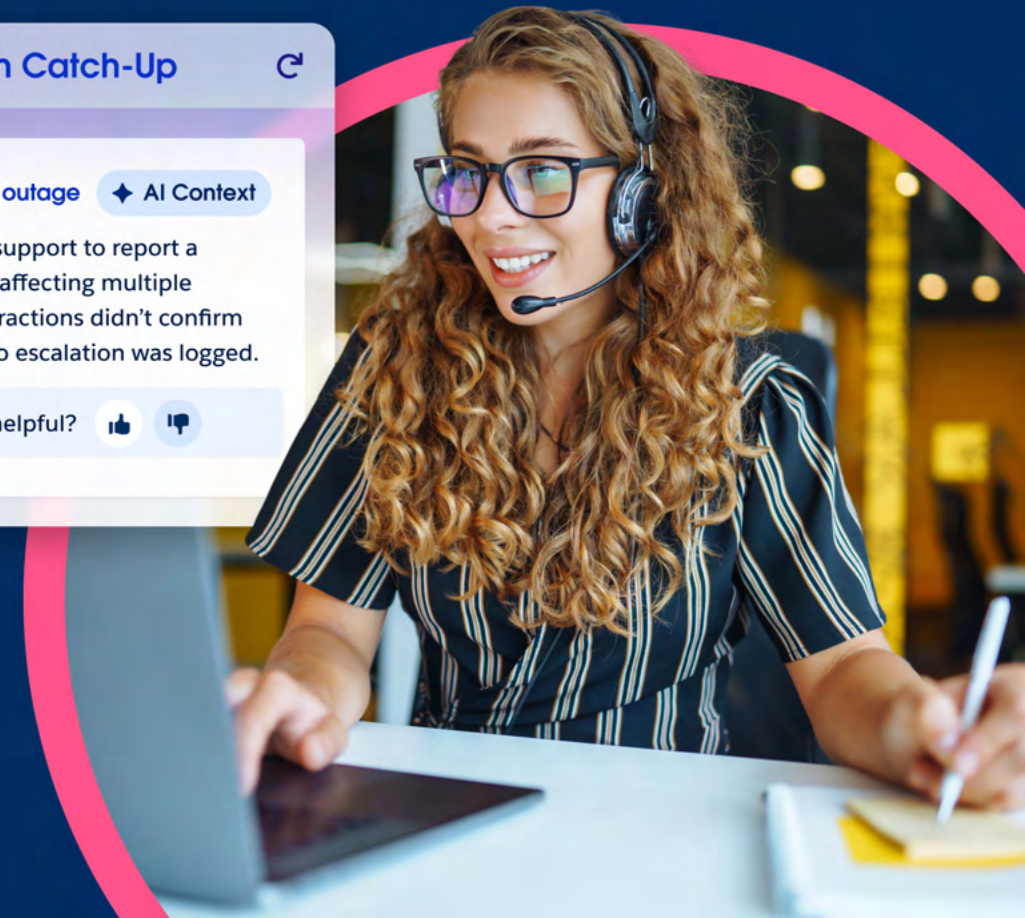
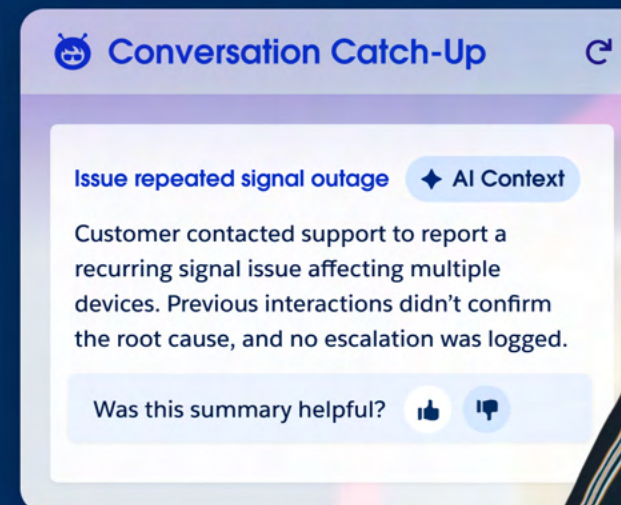
04

Agentic AI Makes Field Service Safer and More Efficient

Field service organizations face inefficiencies due to administrative tasks, scheduling issues, and long waits for parts. AI can help. **Eighty-five percent of field service leaders believe their AI field service investments will increase over the next year.**

1

Teams Tackle AI Adoption Challenges



01

Teams Struggle to Meet Service Demands

Eighty-two percent of service professionals agree that customer expectations are higher than they used to be. And customers expect a lot, from 24/7 support to tailored interactions.

And though **81% of service representatives say building relationships with customers is an important part of their job**, they spend less than half their time (46%) with customers due in part to administrative tasks and internal responsibilities.

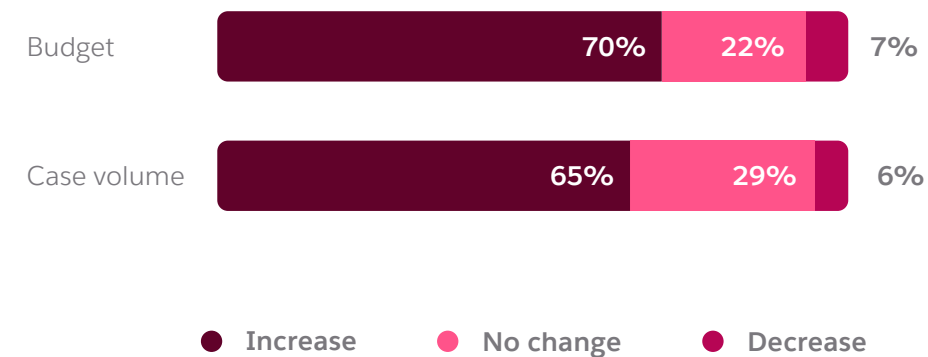
Throw in an expected case volume increase over the next year, and you have a recipe for service rep burnout and a lot of unhappy customers. Fortunately, service leaders also expect increases in budget, which can be put toward making operational improvements.

43% of consumers say a poor customer service experience will prevent them from making a repeat purchase.¹

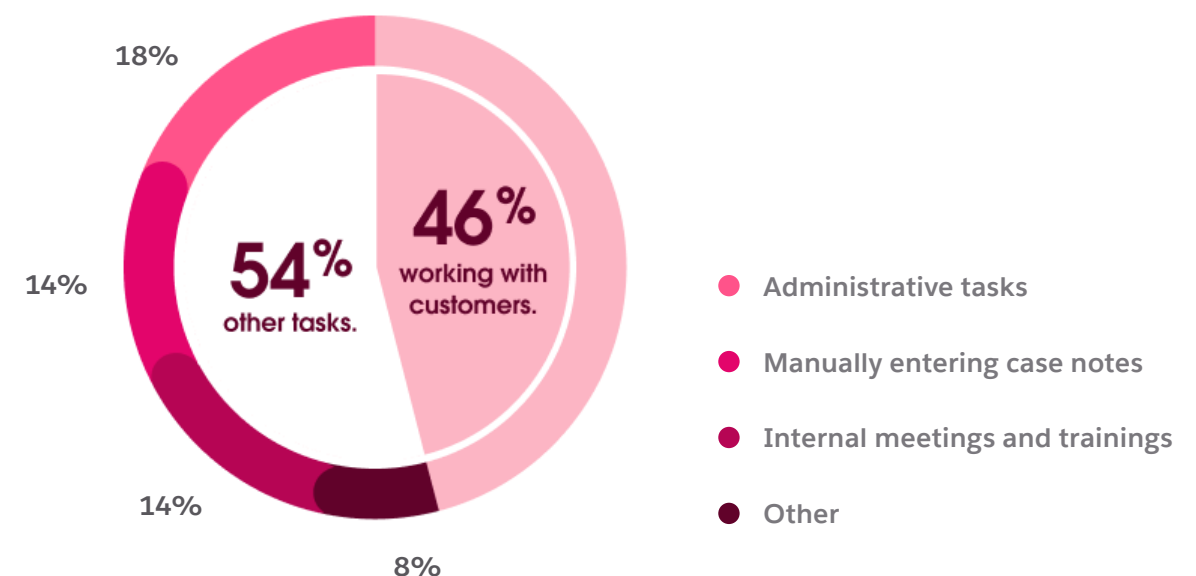
¹ [Salesforce State of the AI Connected Customer, 2024.](#)

Service Contends with High Expectations and Increased Caseloads

Changes Service Leaders Anticipate Over the Next Year



How Service Representatives Spend Their Time During an Average Week



01

Talent Shortages Challenge Service Teams

In addition to keeping up with changing customer expectations, service leaders also cite difficulty hiring and retaining employees as a top service challenge.

Twelve percent of service employees left their company over the past year, and these highly trained individuals are often hard to replace. When hiring, more than a third of service teams struggle meeting demands for better work-life balance and wages, as well as finding talent with the right skills.

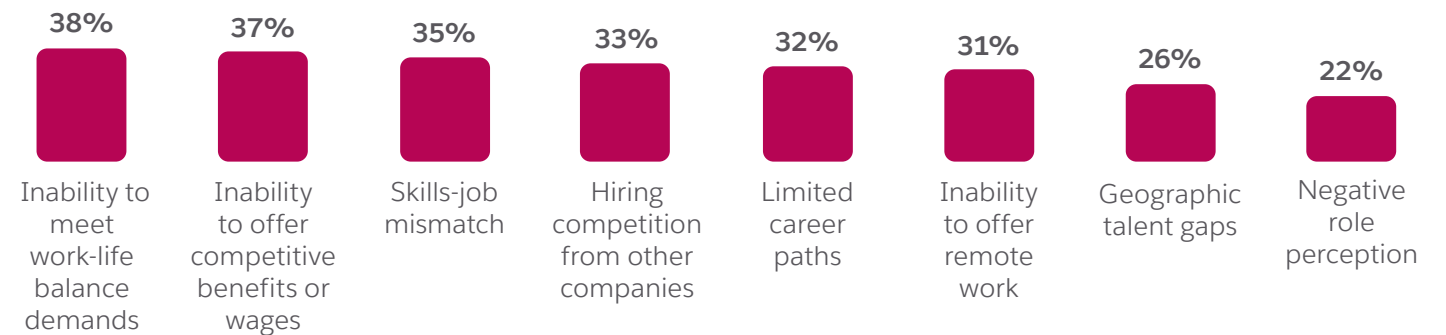
To address service capacity demands, leaders say the most effective tactics are expanding training and skill development and implementing self-service for customers. At companies with AI, leaders cite AI for customer use as the #2 tactic.

Hiring and Retention Get Harder

Top Service Challenges

- 1 Keeping up with changing customer expectations
- 2 High operational costs
- 3 Difficulty hiring and/or retaining employees

Leaders Say the Following Challenges Make Hiring Harder



Leaders' Most Effective Tactics to Address Service Capacity Demands

- 1 Expand training and skill development
- 2 Self-service for customers
- 3 Career path enhancement

01

Security Concerns Hold Back AI Adoption

As technology becomes increasingly complex, so do cybersecurity threats, with attacks ranging from data poisoning to cloud breaches.

IT security leaders acknowledge that AI further complicates the matter – a concern that is unlikely to fade as the technology becomes increasingly prevalent and autonomous.

75% of IT security leaders believe AI-driven cyber threats will soon outpace traditional defenses.¹

Indeed, **service leaders cite security concerns as their #1 challenge while implementing AI**, and over half say it's delayed or limited these initiatives. To combat the issue, 86% say they're willing to pay more for technology that keeps data secure.

¹ [Salesforce State of IT: Security, 2025.](#)

Security Is Top-of-Mind Amid Service's AI Revolution

Top Challenges Implementing AI

- 1 Security concerns
- 2 AI accuracy and explainability concerns
- 3 Lack of AI expertise
- 4 High costs
- 5 Customer adoption barriers

Base: Service leaders with AI.

Service Leaders Who Say the Following

We're willing to pay more for technology that secures data

86%

We're willing to pay more for reliable technology

86%

Security concerns have delayed or limited our AI initiatives

51%

Spotlight: Integration Drives AI Effectiveness

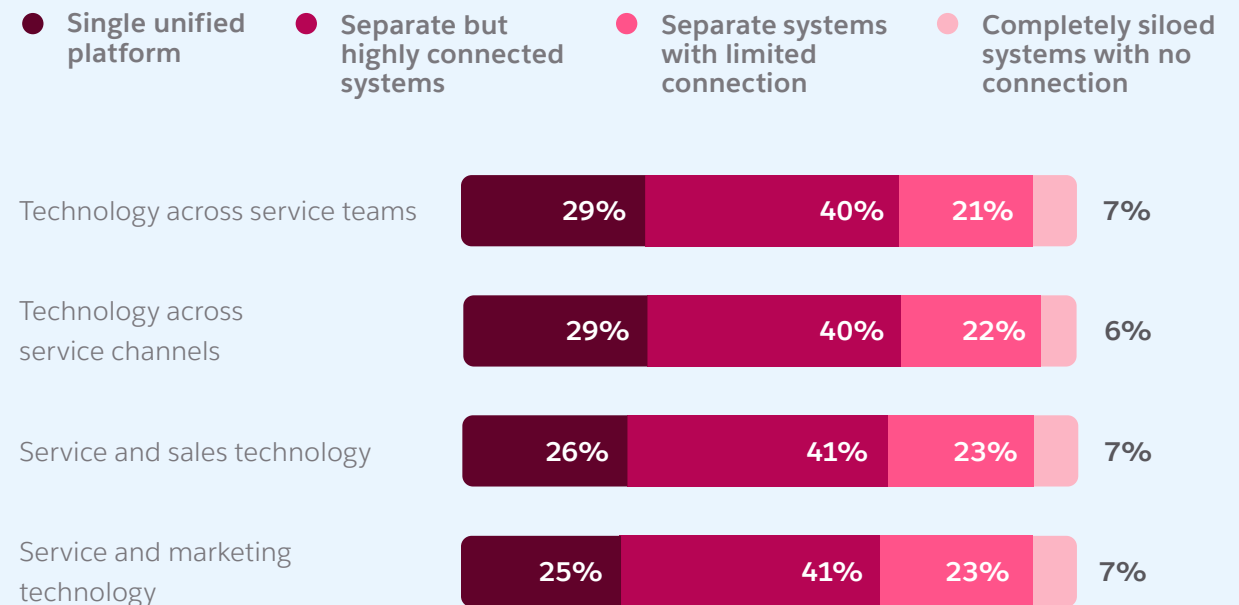
Silos across teams and technologies obstruct many activities – and AI implementation is no exception. **Forty-four percent of service leaders with AI say tech silos have delayed or limited their AI initiatives.**

But more organizations than not are making efforts to connect their technology across channels and teams, and those with connected technology report greater success with AI implementation. **Eighty-eight percent of service leaders say they're prioritizing tech integration to support their AI initiatives.**

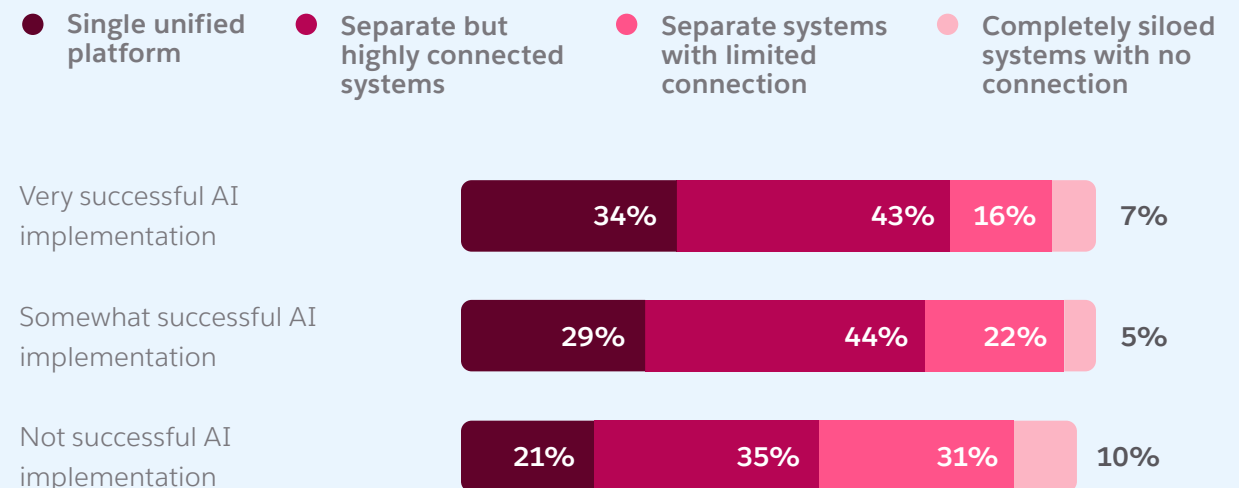
Organizations that integrate service channel data in one unified platform are 1.4x more likely to call their AI implementations very successful compared to those with siloed systems.

Connected Systems See Greater AI Success

Extent to Which the Following Systems Are Connected



Orgs With Integrated Service Channel Technology See Greater AI Success



Base: Service professionals with AI.



Generative AI helps our team focus on customers.”



Tim Gough

Chief Technology Officer, Simplyhealth

Simplyhealth provides health and dental plans to almost 3 million customers. It has put AI at the center of its strategy to be easy to do business with by digitally serving more people to boost productivity and provide outstanding customer experiences.

[Read their story](#)

90%

reduction in email
response time

30%

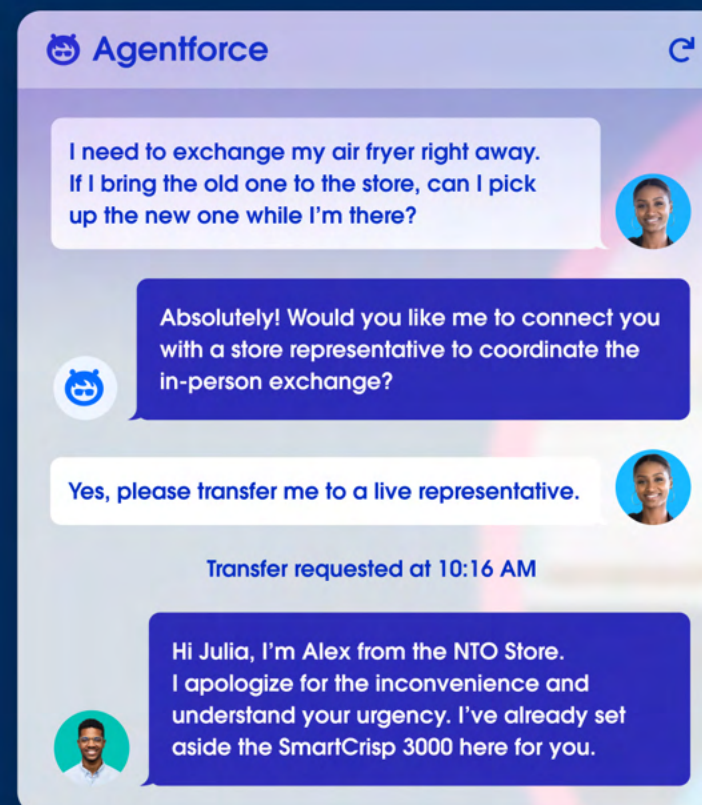
queries resolved by
conversational AI

90+

hours per week
productivity gain
across all agents with
generative AI

2

AI Agents Redefine Customer Service



02

Companies Ramp Up AI and Agent Investment

Companies are investing in all three forms of AI: predictive, generative, and agentic.

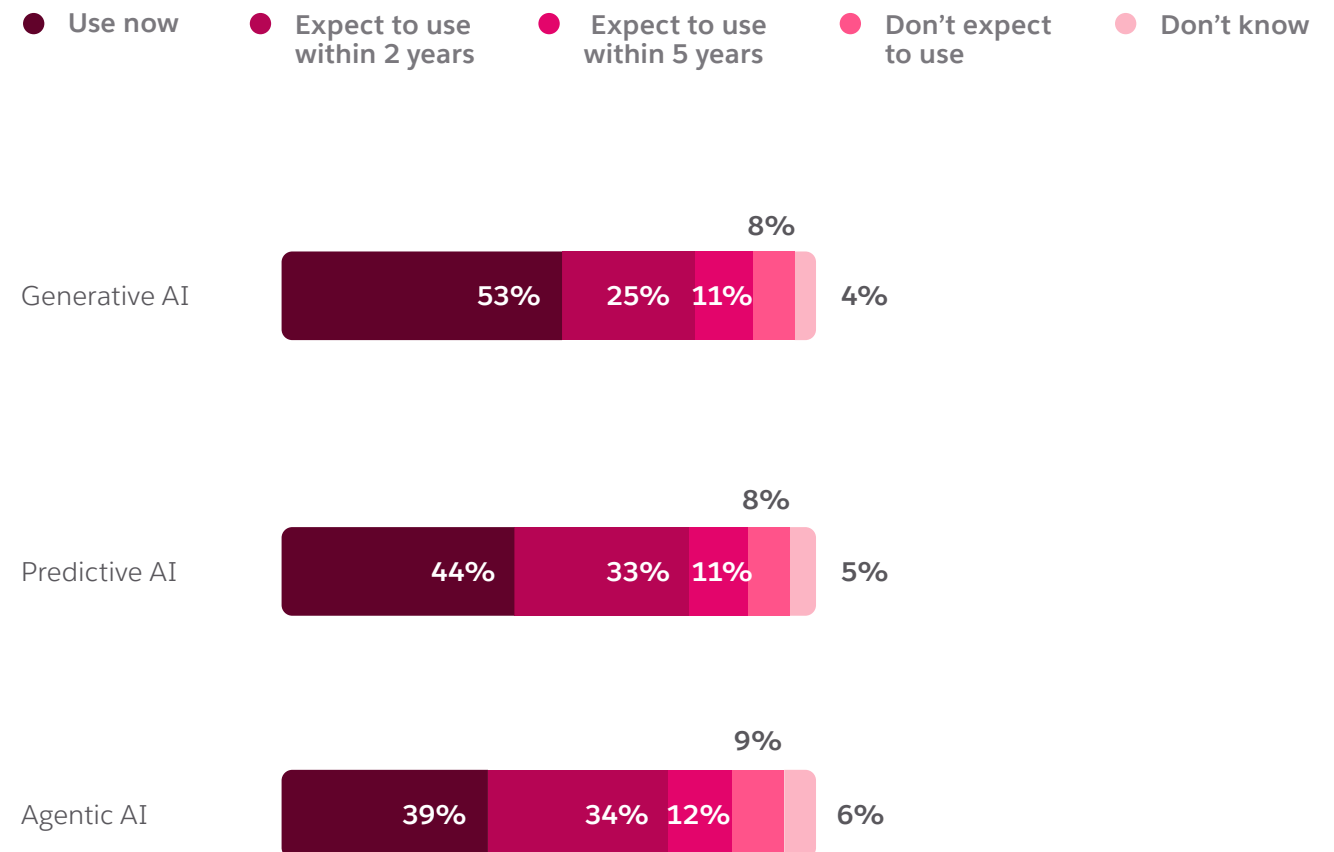
Sixty-nine percent of service professionals say their organization uses at least one form of AI, with 39% saying they use agentic AI.

Predictive AI forecasts issues (such as when a customer is likely to experience a problem with their product or service), generative AI creates new content (like automated responses to customer inquiries), and agentic AI takes autonomous actions (like completing routine tasks, providing real-time guidance, and collaborating with service representatives to resolve intricate customer issues).

Only 6% of service leaders don't expect to use agentic AI within five years – a finding that makes sense, given that 79% say AI agent investment is essential to meet business demands.

Service Orgs Continue to Adopt AI

Service Organizations' Use of the Following Types of AI



02

AI Agents Deliver Measurable Results

AI empowers teams to deliver faster and more accurate interactions. From providing proactive customer recommendations to helping service leaders with real-time insights, AI is transforming the nature of service work.

The result? Improved decision-making, increased efficiency, and happier customers. And companies that use AI agents specifically anticipate better results across their KPIs, from customer satisfaction scores to case deflection.

Service ops and leaders who use AI agents expect their service costs and case resolution times to decrease by an average of 20%.

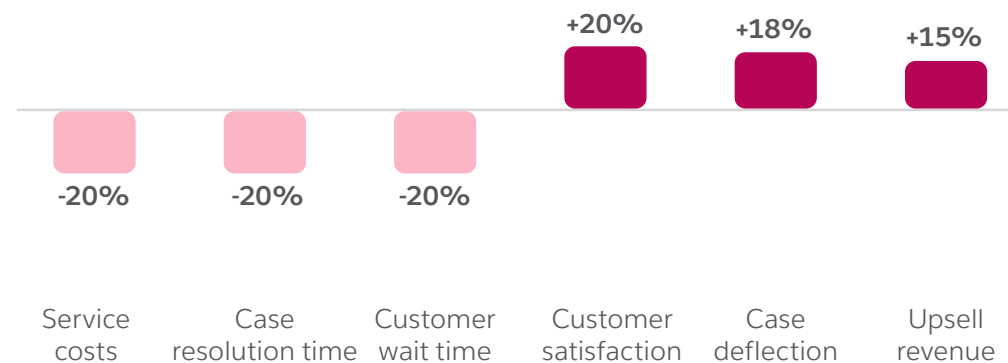
AI Offers Benefits for Both Customers and Companies

Service Leaders Who Say the Following About AI



Base: Service leaders with AI.

Expected Impact of AI Agents, Once Fully Implemented



Base: Service ops and leaders who use or expect to use AI agents.

02

Humans and AI Agents Achieve More Together

The collaboration between humans and AI in customer service yields significant benefits. In fact, 83% of service representatives at organizations with AI say they have better career prospects because of it, and 82% say working with AI has helped them develop new skills. It's also made them more productive and their jobs less stressful.

And at organizations with AI agents, service representatives can take on the more complicated cases. With human service representatives and AI working together, more can be accomplished – including meeting customers' needs, both simple and complex.

By boosting self-service offerings with AI, organizations can also save valuable resources like their service representatives' time, which can be used for higher-value cases.

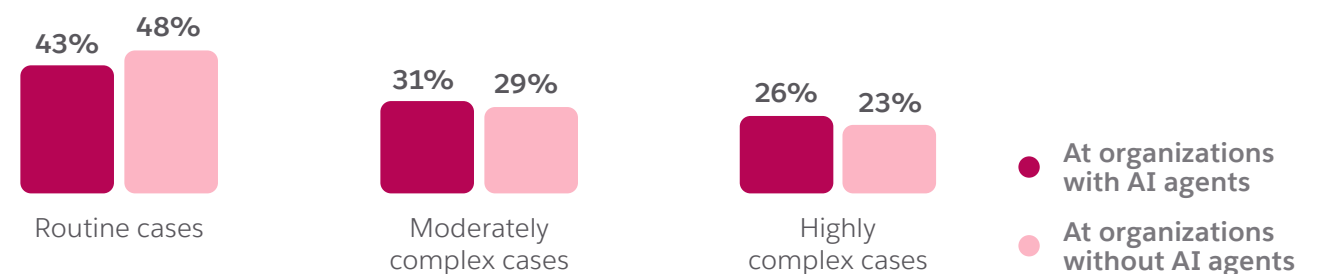
AI Augments Service Representative Jobs

Service Representatives Who Say the Following About AI



Base: Service professionals with AI.

Share of Service Representatives' Caseload By Category



Base: Representatives and representative leaders.



Spotlight: Unlocking Case Resolution with Agentic Self-Service

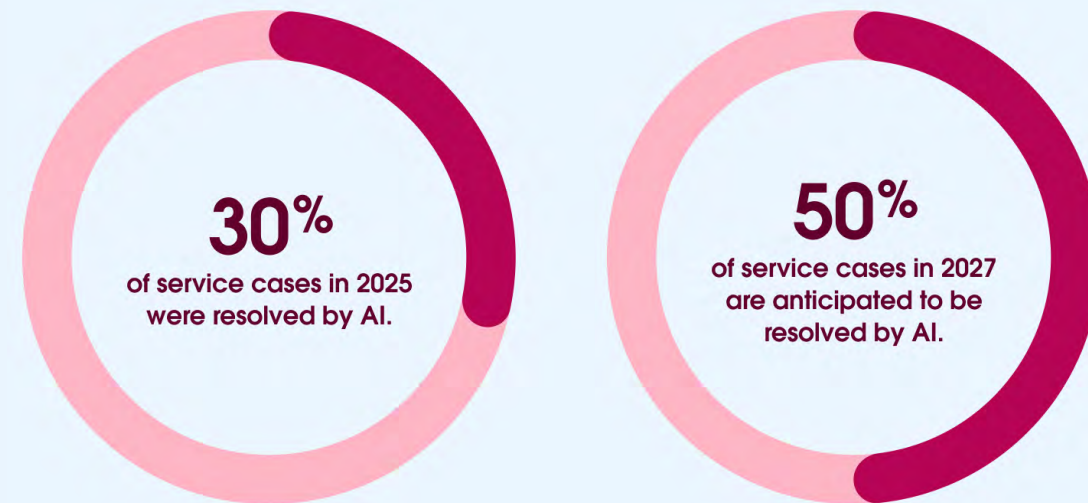
As AI agents gain momentum, service professionals anticipate rapid growth in the share of cases resolved by AI. **By 2027, 50% of service cases are expected to be resolved by AI, up from 30% in 2025.**

Against this backdrop of growing AI case resolution, customer FAQs emerge as the leading use case for AI agents – a natural fit given their role in helping customers to resolve issues independently independently.

Other prominent agent applications include providing answers to order inquiries, as well as offering product recommendations that are personalized to the customer's needs, preferences, and past purchase history.

Rise of Agentic AI Creates Self-Service Opportunities

Service Cases Resolved by AI



Top AI Agent Use Cases in Customer Service

- 1 Customer FAQ
- 2 Order inquiries
- 3 Conversation summaries
- 4 Knowledge retrieval for representatives/technicians
- 5 Personalized product recommendations

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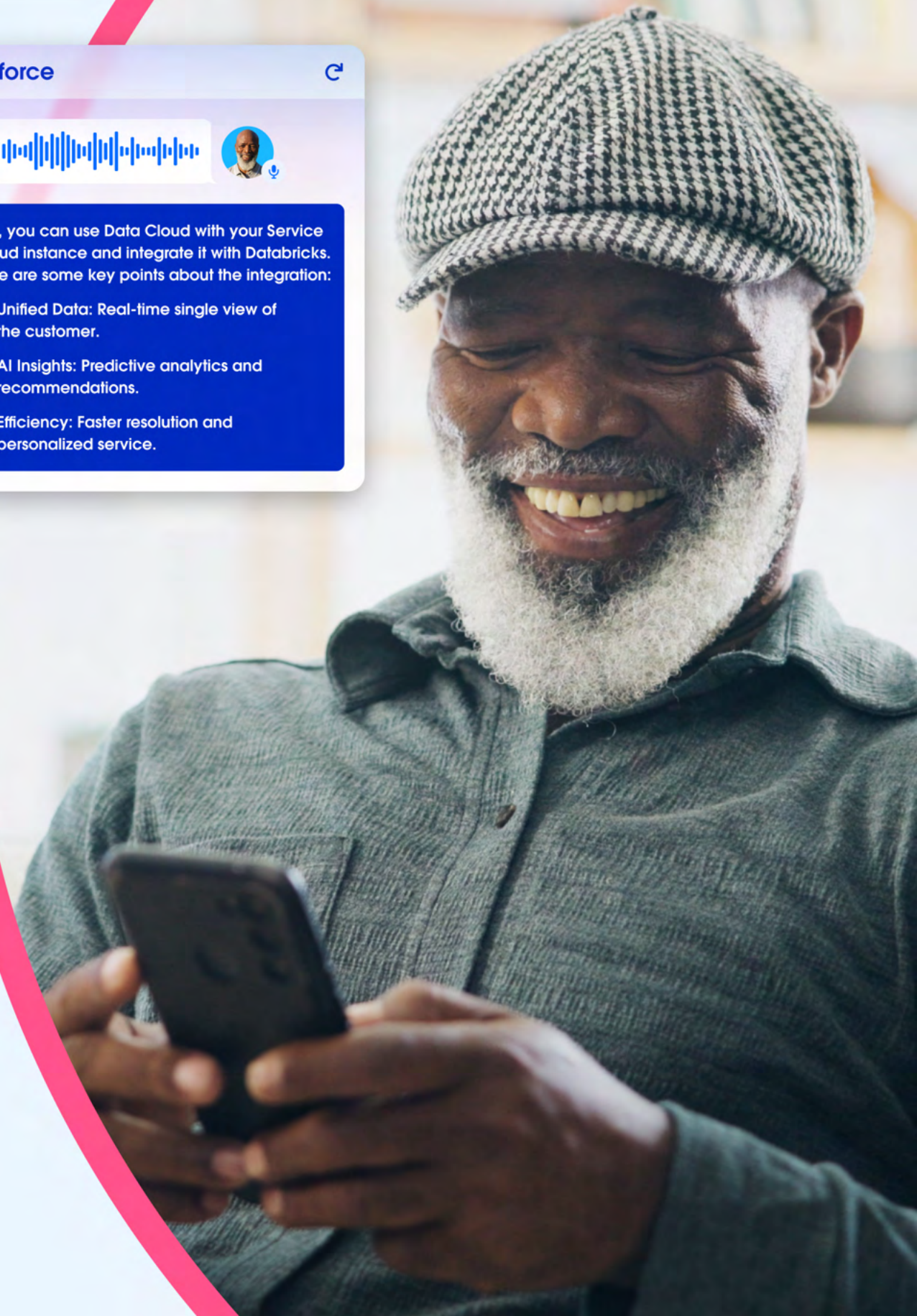
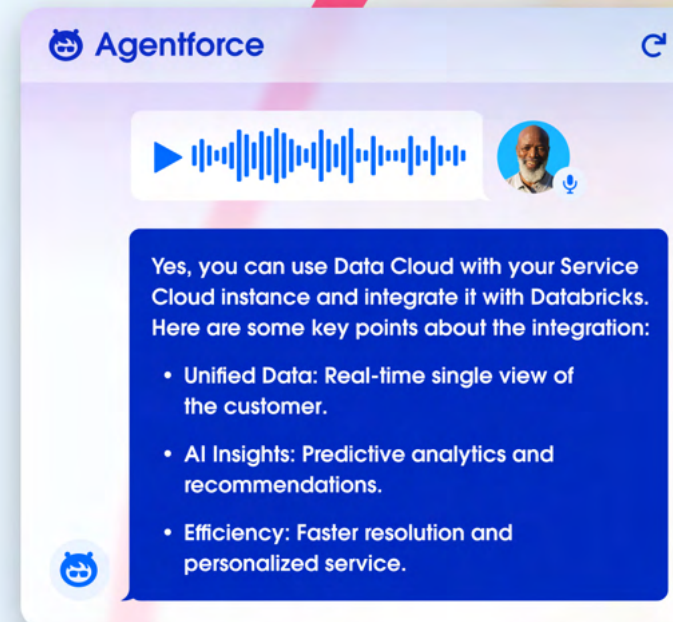
We can deliver an easy and expert experience at the next level using this new technology.”

salesforce

Jim Roth

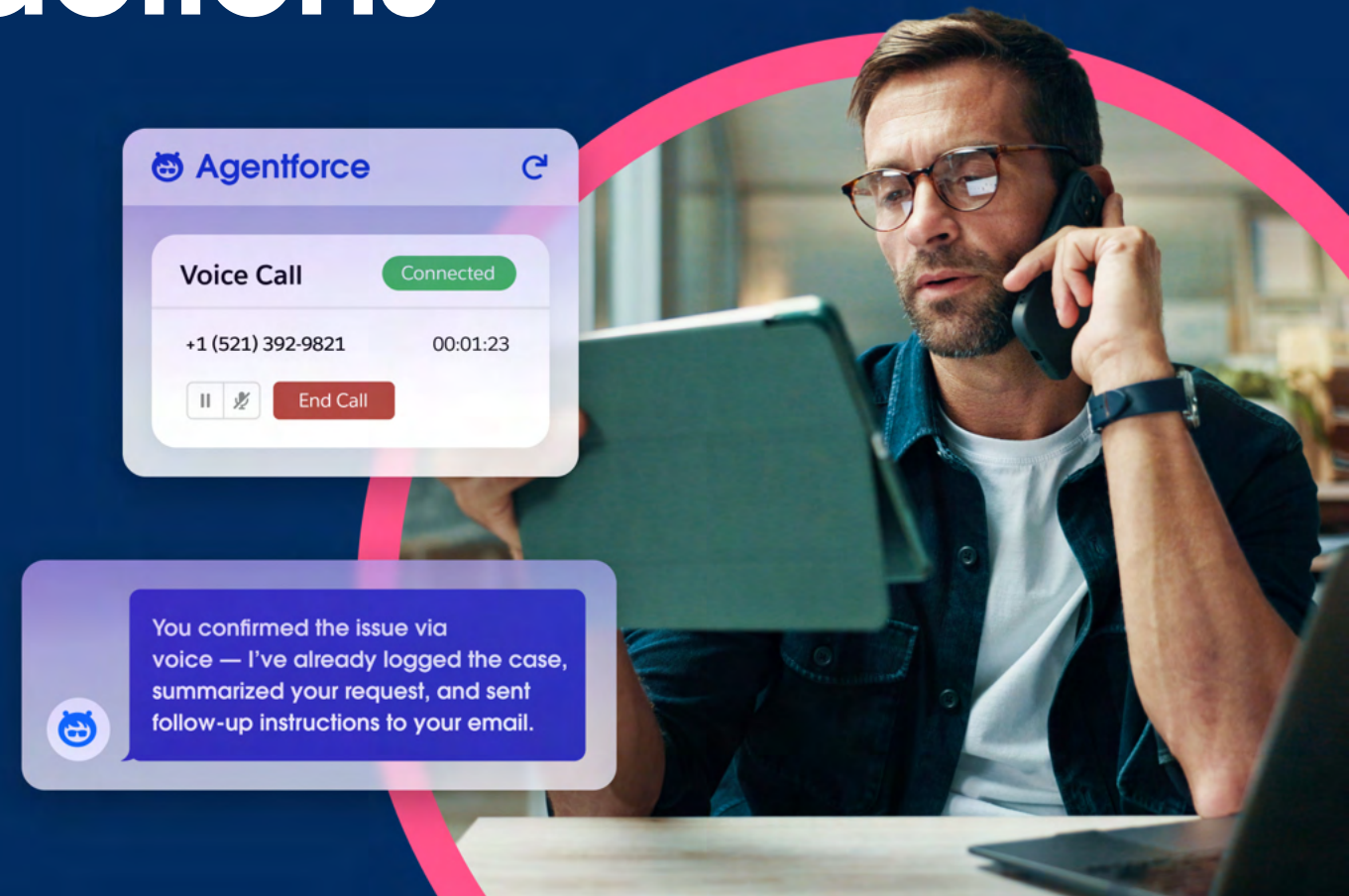
President, Customer Success, Salesforce

Learn how Salesforce uses agentic self-service to assist visitors to the Salesforce Help site, guiding them to answers and resolving requests for everything from password resets to developer support.

[Read their story](#)

3

AI Gets Conversational with Voice and Multimodal Interactions



03

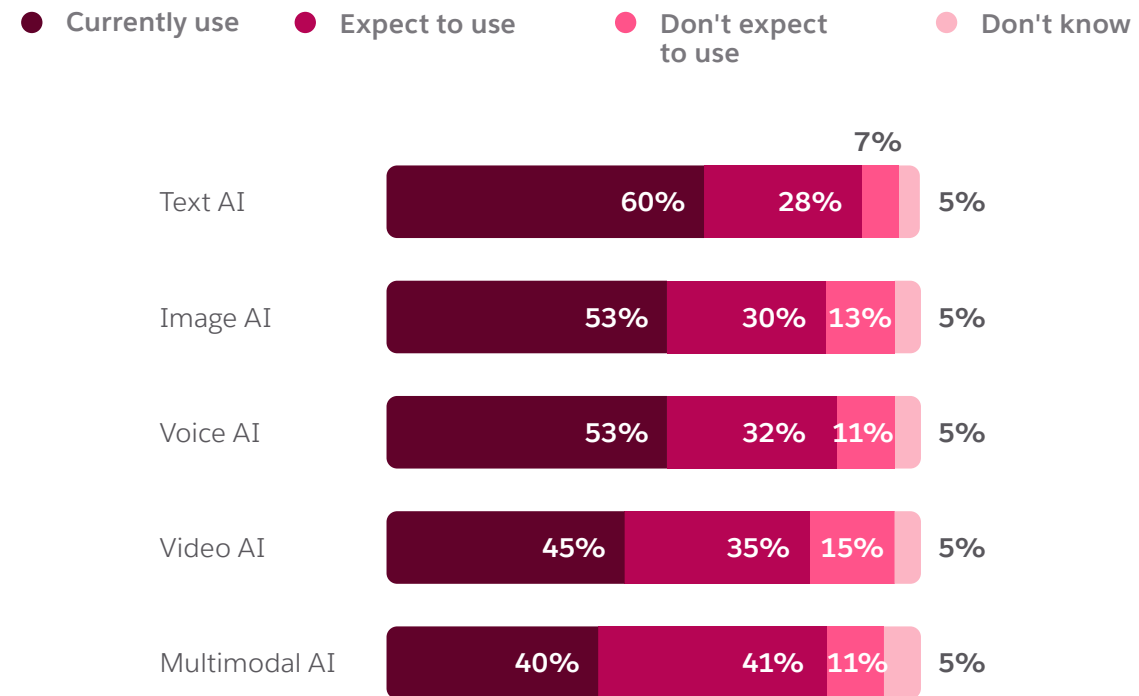
Conversational AI Meets Customers Where They Are

Multimodal AI is technology that can handle different types of input – voice, text, chat, and visual – all in one system. AI agents are turning these touchpoints into conversations using natural language.

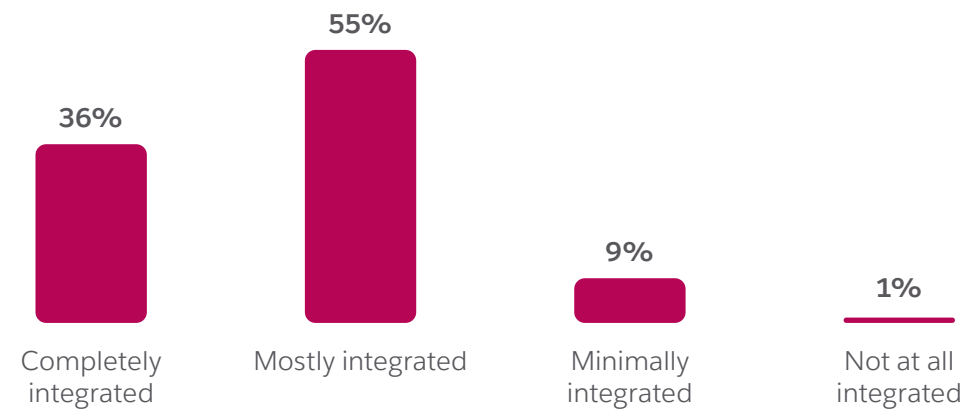
True multimodal interactions preserve history and context across all touchpoints, allowing organizations to eliminate the friction customers experience when switching between different channels and modes of conversation. Already, 36% of organizations with both voice and text AI have integrated these modes.

Organizations Expect More Conversational AI

Service Organizations' Reported Use of the Following Modes of AI



Service Organizations' Integration of Voice AI and Text AI



Base: Service professionals with both voice AI and text AI.

03

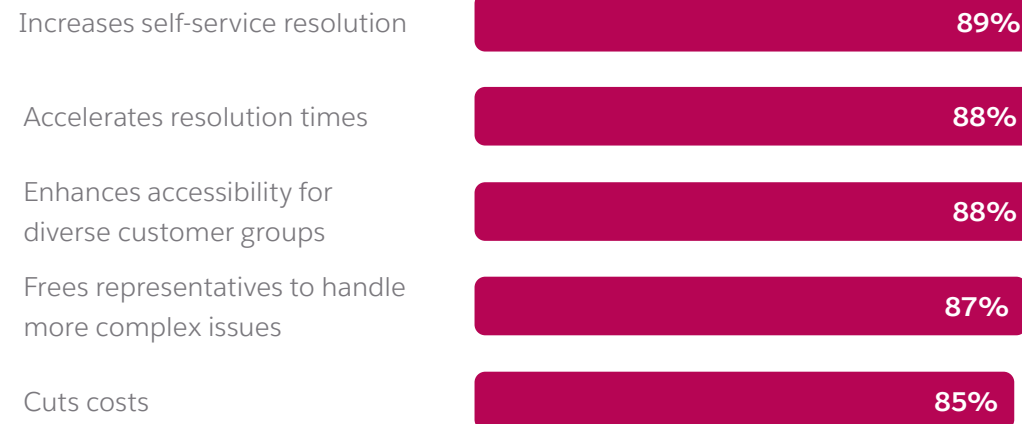
Conversational AI Benefits Companies and Customers

Conversational AI works best when it's built on your organization's data – ensuring it delivers accurate answers while maintaining your brand voice and tone. It also taps into customer data to personalize every interaction – speaking their language, matching their tone preferences, and adapting to their communication needs.

Companies that smoothly hand off conversations from AI agents to human representatives are getting high marks. These smooth transitions maintain customer satisfaction while empowering human representatives to immediately focus on solving the problem rather than gathering background details.

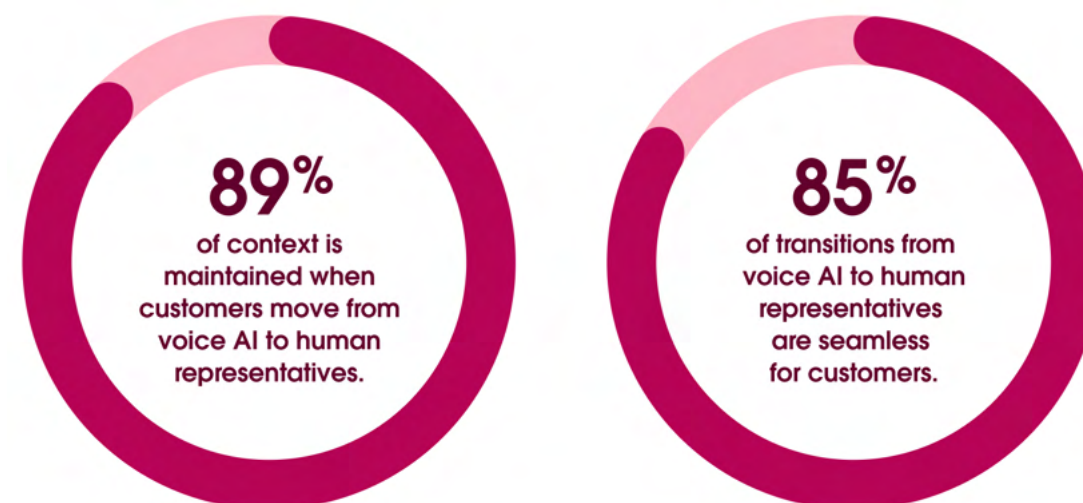
Conversational AI Receives High Marks

Service Professionals Who Say Conversational AI Does the Following



Base: Uses AI.

Service Professionals with Voice AI Who Say the Following



03

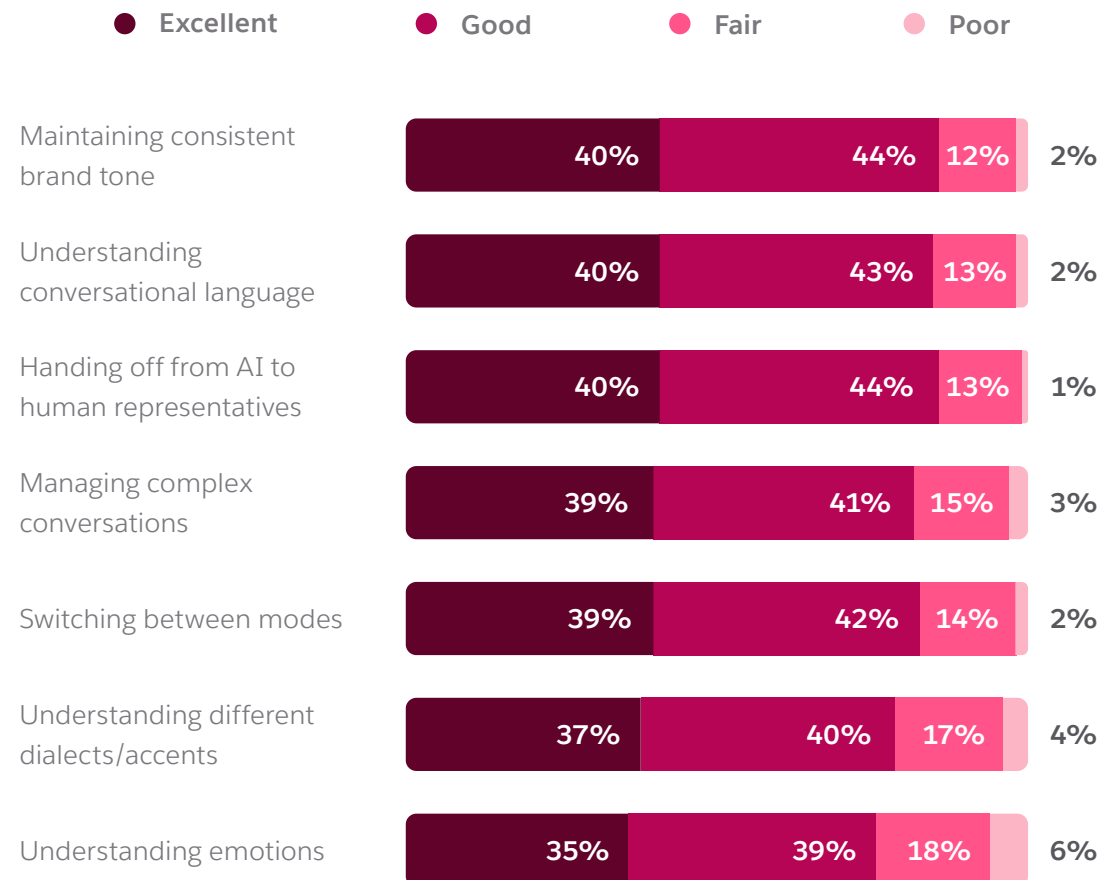
The Right AI Understands Customers and Speaks on Brand

Service professionals with conversational AI are impressed with its performance. The technology performed well across the board, with 88% of companies saying it is good or excellent at keeping their brand voice consistent. However, there's still room for improvement across the board.

One such area is understanding the nuances of dialect and emotions. While 35% of service professionals say their AI is excellent at understanding emotions, others are less impressed. This represents a major leap toward making AI interactions feel truly natural.

Conversational AI Connects Naturally

Effectiveness of AI at the Following Tasks



Base: Service professionals with AI.

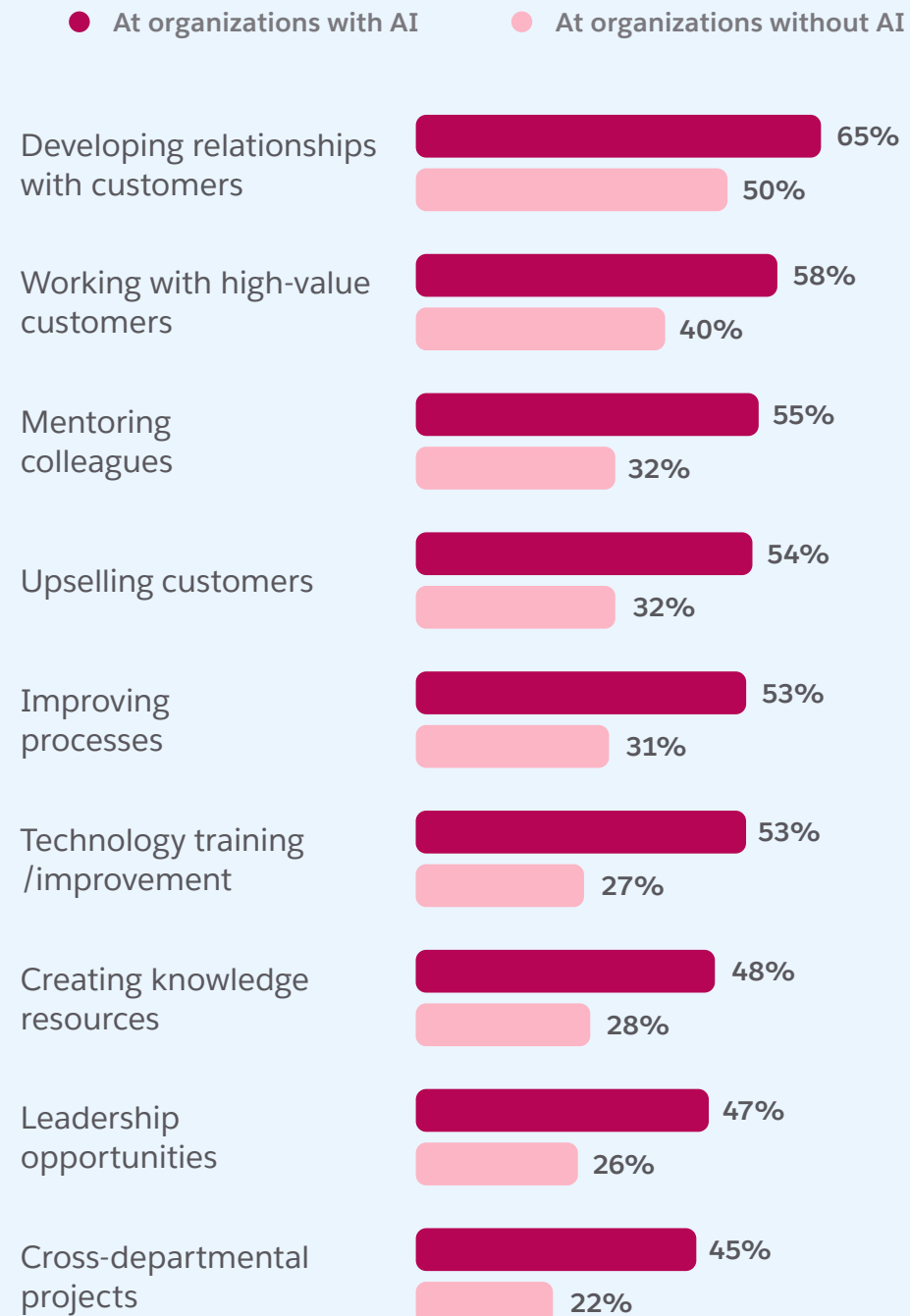
Spotlight: AI Helps Humans Focus on What Matters

The human-machine partnership reshapes how service teams operate. When AI handles routine tasks, teams see chances to focus on more pressing business needs. **Sixty-five percent of teams with AI report more opportunities to focus on developing relationships with customers.**

Fifty-four percent of teams with AI report more opportunities to focus on improving processes. The numbers tell the story – teams using AI discover more opportunities to support customers, colleagues, and the business.

Representatives with AI Have More Time for Higher-Value Work

Representatives Who Have Extensive Opportunities to Doing the Following





**Saving just two minutes
on a 10-minute call
lets our service
representatives focus
on strengthening
customer relationships.”**



George Pokorny
SVP, Global Customer Success, OpenTable

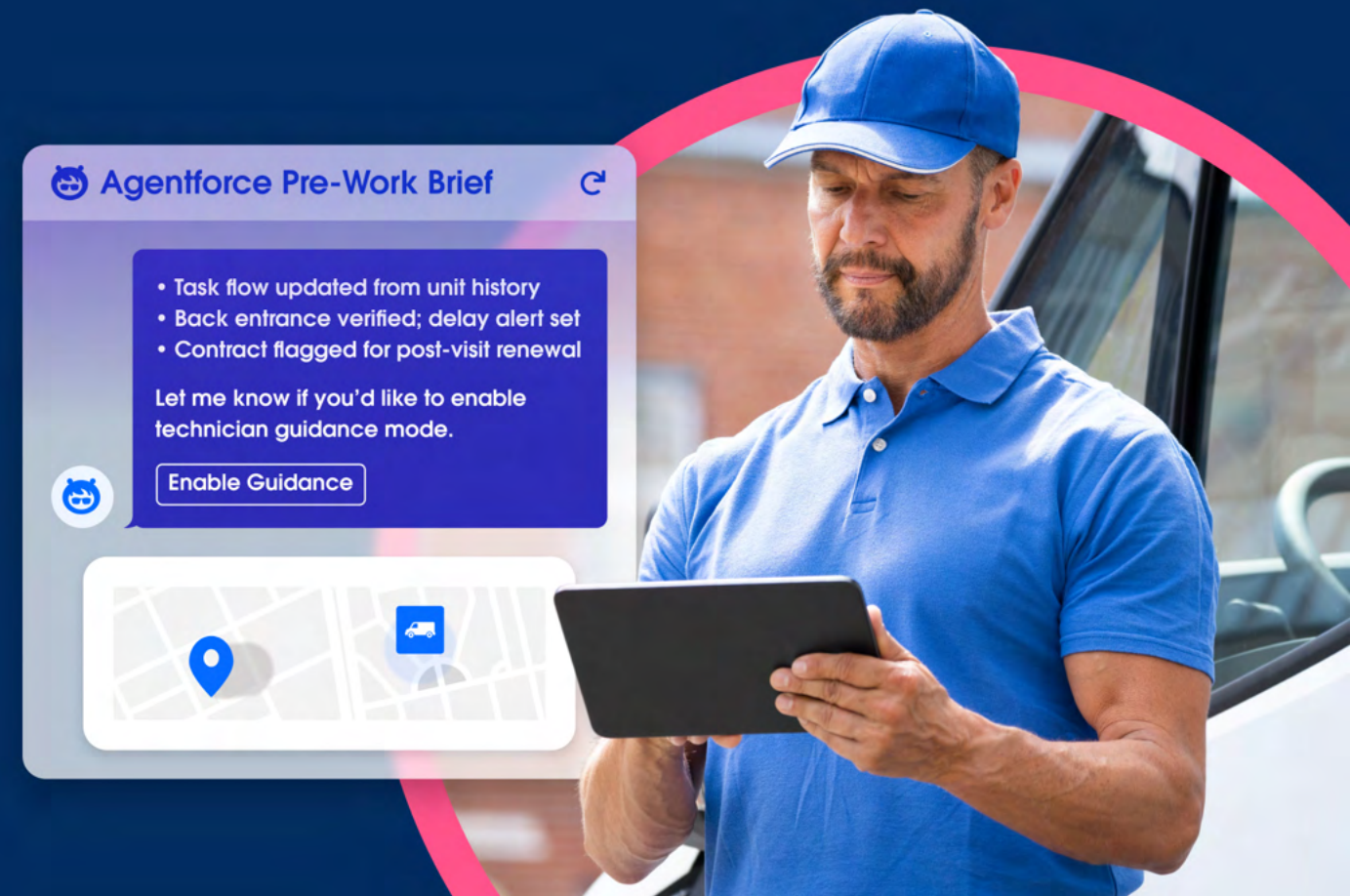
With everything unified in one system, OpenTable can provide faster, more effective support, significantly improving satisfaction for its global customer base.

[Read their story](#)



4

Agentic AI Makes Field Service Safer and More Efficient



04

Field Service Organizations Struggle with Inefficiency

Field service professionals face frustrations with inefficiency, and one culprit is administrative tasks. Mobile workers estimate that 18% of their working hours – more than 7 hours per standard working week – are “wasted” on admin duties, such as filling out forms and hunting for information instead of fixing problems for customers.

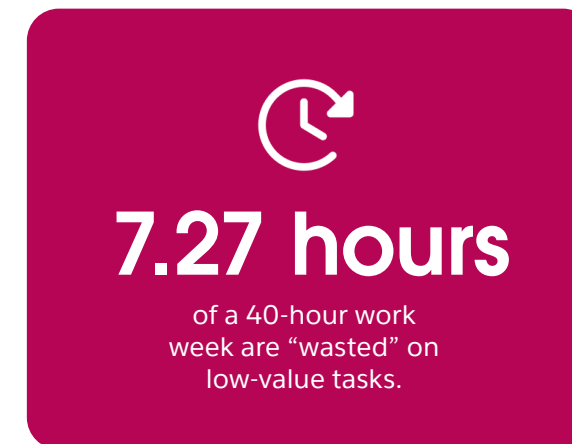
When asked about the barriers that stood in the way of productivity, both technicians and field service leaders highlighted issues with scheduling and waiting for parts. These aren't just operational hiccups. They're universal productivity killers.

37% of technicians say admin tasks keep them from doing their actual jobs.¹

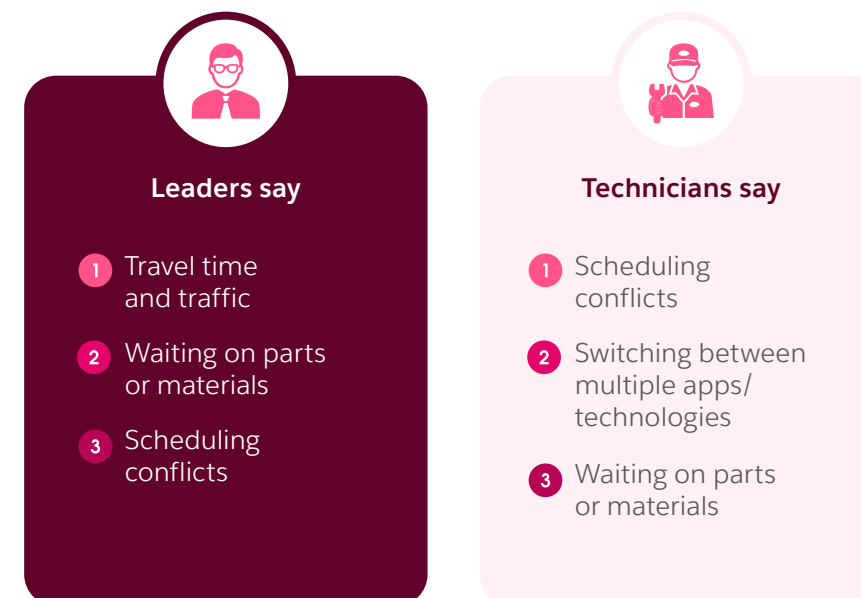
¹ [Salesforce Snapshot Survey: Field Service, 2025.](#)

Administrative Tasks and Scheduling Hurt Productivity

Hours Spent on Low-Value Tasks



Top Field Service Productivity Barriers



04

AI Delivers for Field Service Organizations

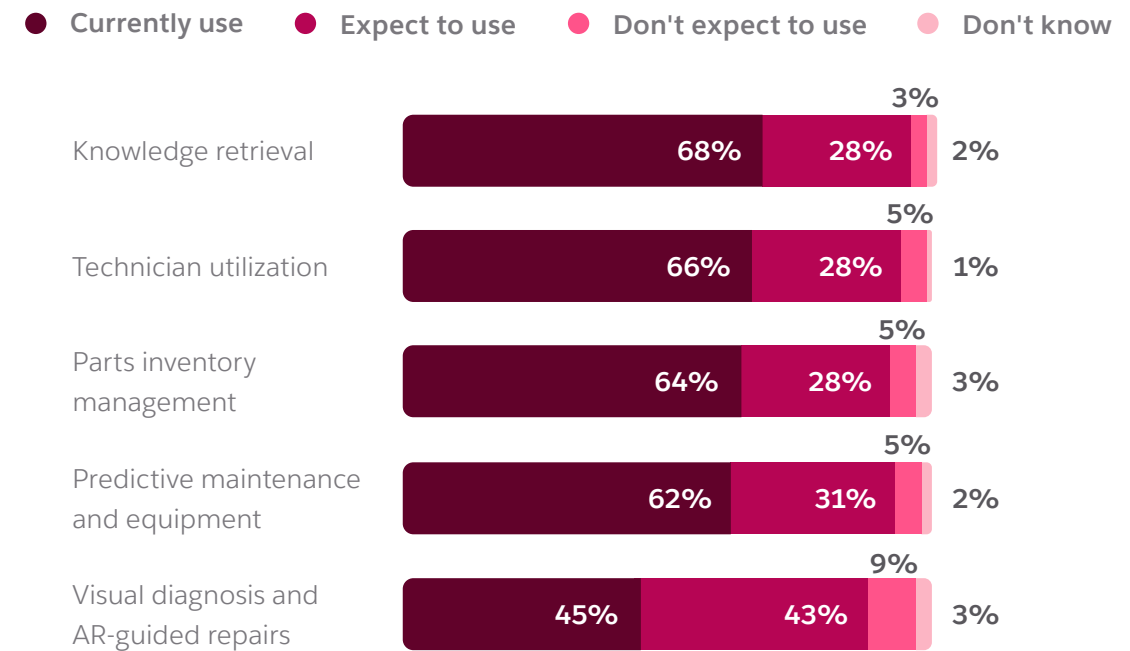
Field service leaders aren't just experimenting with AI – they're betting big on its impact. Ninety-six percent of field service teams plan to use AI for instant access to information through knowledge retrieval, because a technician's time is better spent solving than searching. Many teams are considering visual diagnoses and repairs guided by augmented reality (AR). Forty-five percent currently use AI for AR-guided repairs, but another 43% plan to adopt it.

Technicians say AI could tackle 35% of admin work, freeing up two hours a week. Eighty-eight percent report at least a moderate improvement in technician utilization – and 85% report at least a moderate improvement in dispatcher productivity.

85% of field service leaders believe their AI investments will increase over the next year.

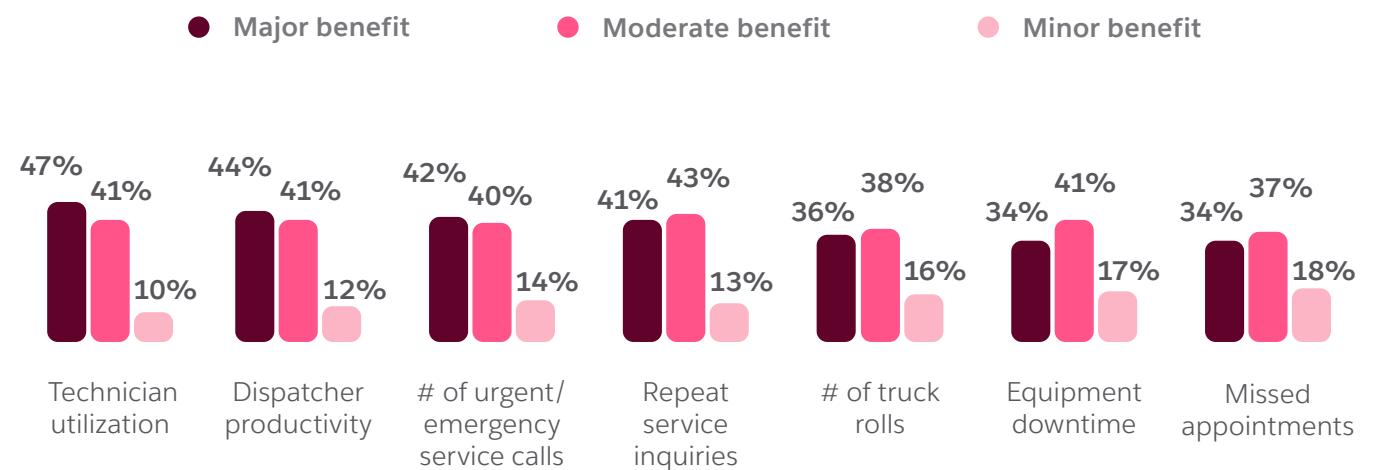
Administrative Tasks and Scheduling Hurt Productivity

Field Service Use of AI for the Following



Base: Field service leaders.

Reported Benefits From AI



Base: Field service leaders with AI.



Spotlight: Technicians Want AI, Too

Technicians are open to new tools that enhance their work. Who could blame them? There's a possible future where AI agents handle all the scheduling calls and paperwork while they focus on the work they're actually trained to do – no more interruptions during complex repairs, no more juggling appointments when there are real problems to solve.

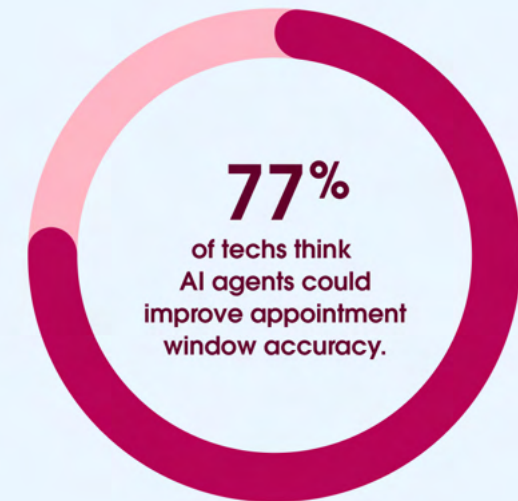
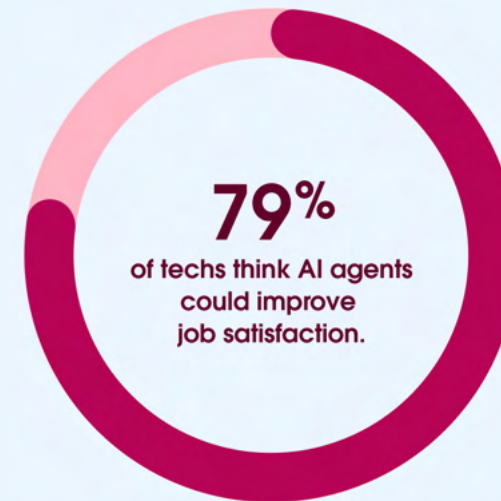
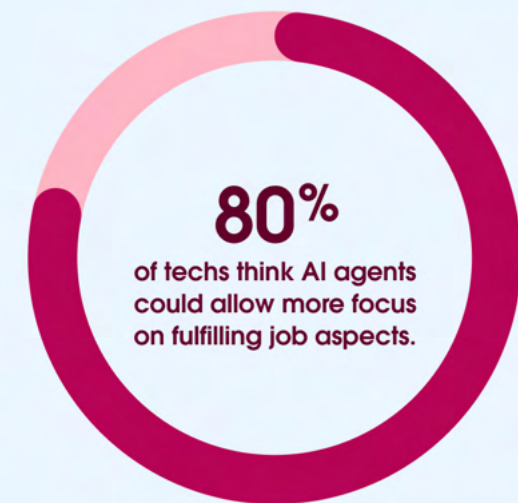
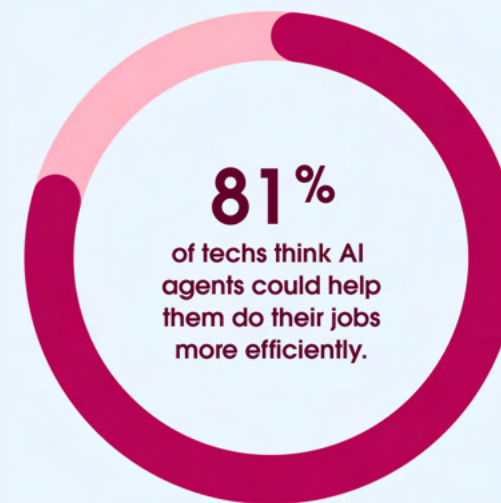
Technicians are ready for this shift. Eighty percent want less time on admin tasks and more time doing what matters. The breakdown is clear: 87% believe AI would make their job more satisfying, 83% expect better appointment accuracy, and 82% just want more time for the work that actually matters.

Technicians think AI agents could do 35% of admin tasks, saving around 14 hours per week.

Data on this page is from a [related study](#) of U.S. tradespeople and technicians.

Representatives Are Optimistic About AI Agents

Technicians Think AI Agents Could Help with the Following



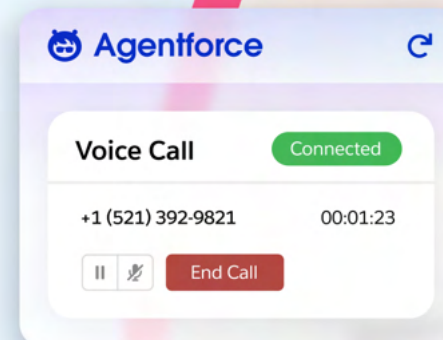
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It's all about how AI can empower those humans so they can do their best work to deliver success for their customers."



Christopher Battles
SVP, Product Management,
Salesforce Field Service

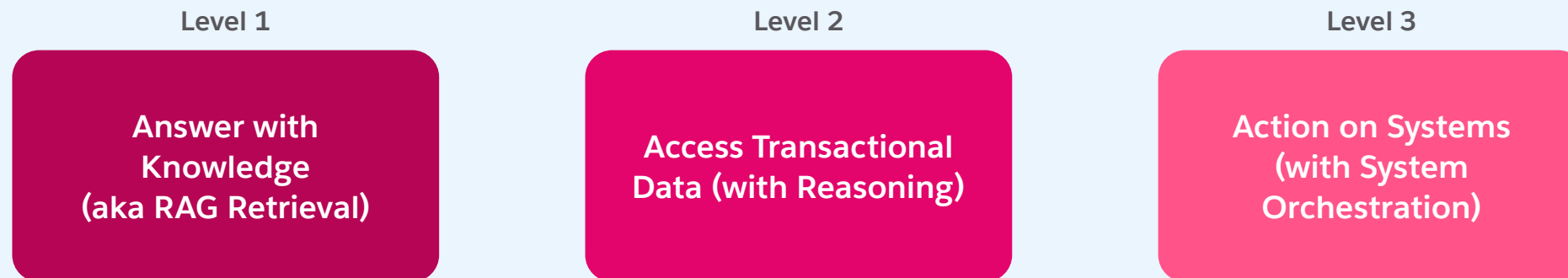
Our latest field service research explores the trends shaping the industry – including scheduling woes, administrative burdens and budgetary concerns.

[See the trends](#)

Map Out Your Agentic Maturity Journey

Agentic maturity is a transformational journey from ‘good’ to ‘great’ – and beyond. ‘Great’ means handling simple interactions with autonomous experiences, while also helping humans with complex customer requests.

Agentic Maturity Model



The goalposts in customer service are always shifting. As technology advances, what was ‘great’ yesterday is simply ‘good’ today. Your strategy must evolve — and AI agents are the new MVP.”



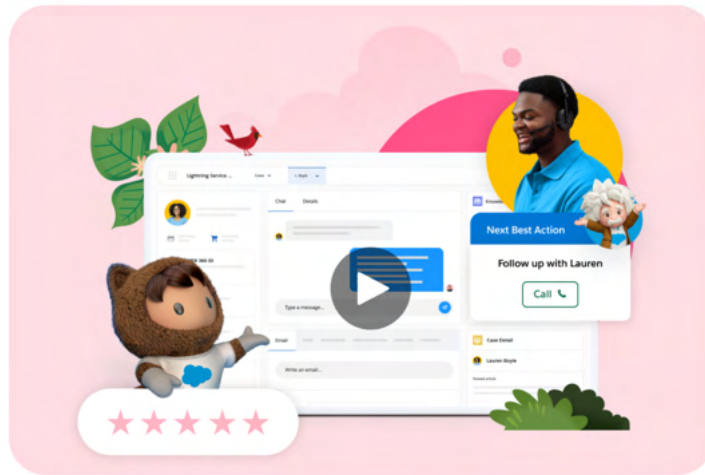
Matt Kravitz

VP, Product Management, Salesforce Service Cloud



Ready to augment your workforce with AI? Our digital labor guide shows you how. [Read our guide](#)

Ready to Learn More?



Unlock AI with Service Cloud

Your AI is only as strong as the data it's built on. Service Cloud is built on trusted, secured data to safely maximize the power of AI.

[Service Demo](#)

Elevate every field service experience.

Make sure your customers get fast, complete service from start to finish. This starts with the right field service management solution with AI.

[Field Service Demo](#)

Join the award-winning Serviceblazer Community on Slack.

It's an exclusive meeting place, just for service professionals. From customer service to field service, the Serviceblazer Community is where peers grow, learn, and celebrate everything service.

[Join Serviceblazer](#)

Explore More Resources

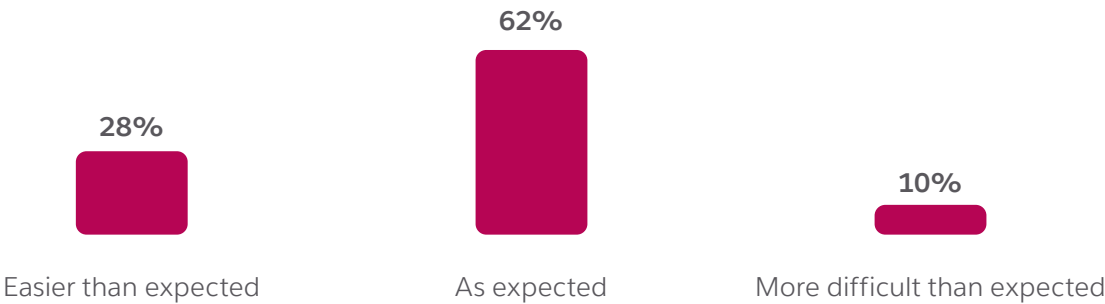
Explore Service Cloud and Field Service.

[Service Cloud](#)[Field Service](#)

Appendix

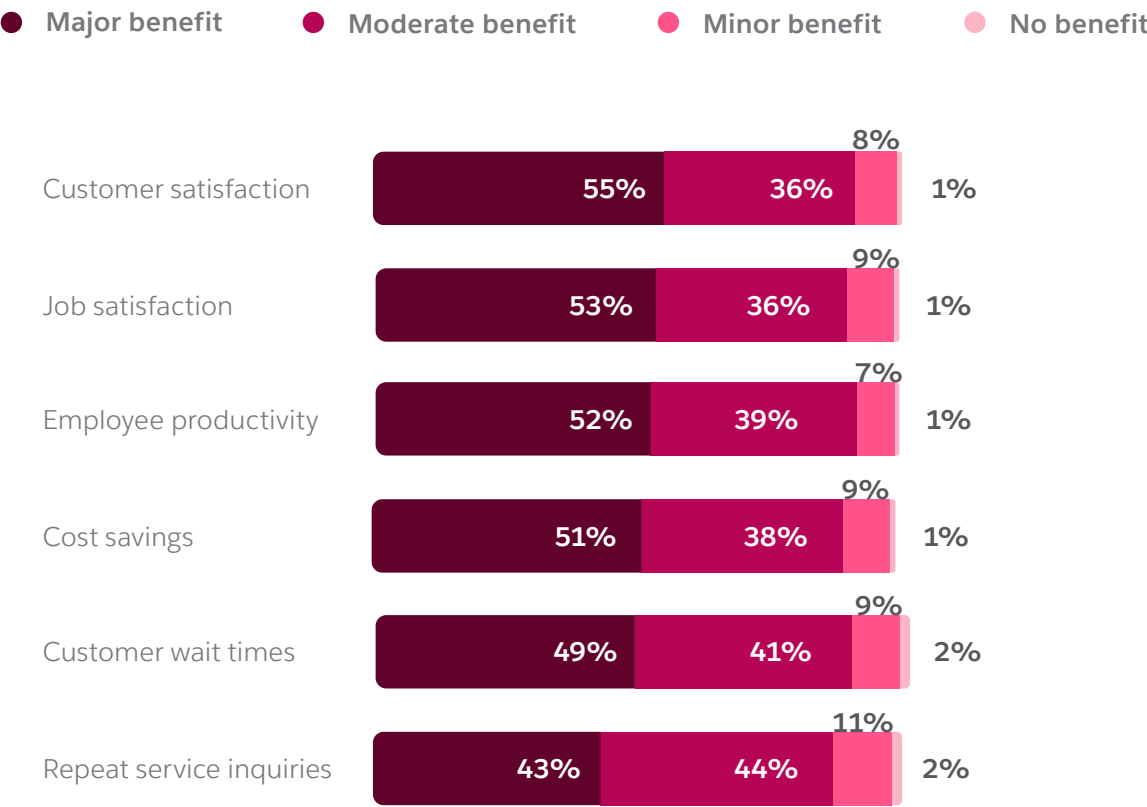


Experience Implementing AI for Customer Service



Base: Service ops and leaders with AI.

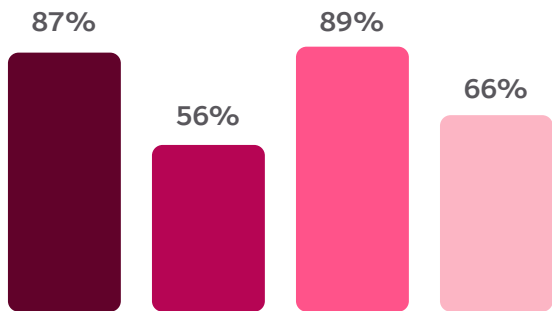
AI’s Benefits to the Following



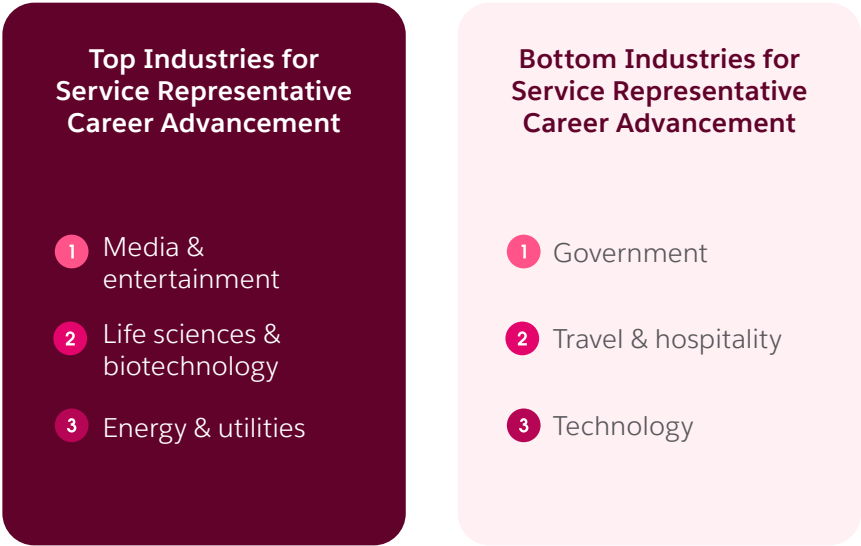
Base: Service leaders with AI.

Representatives Who Feel Positively About Their Career Advancement Opportunities

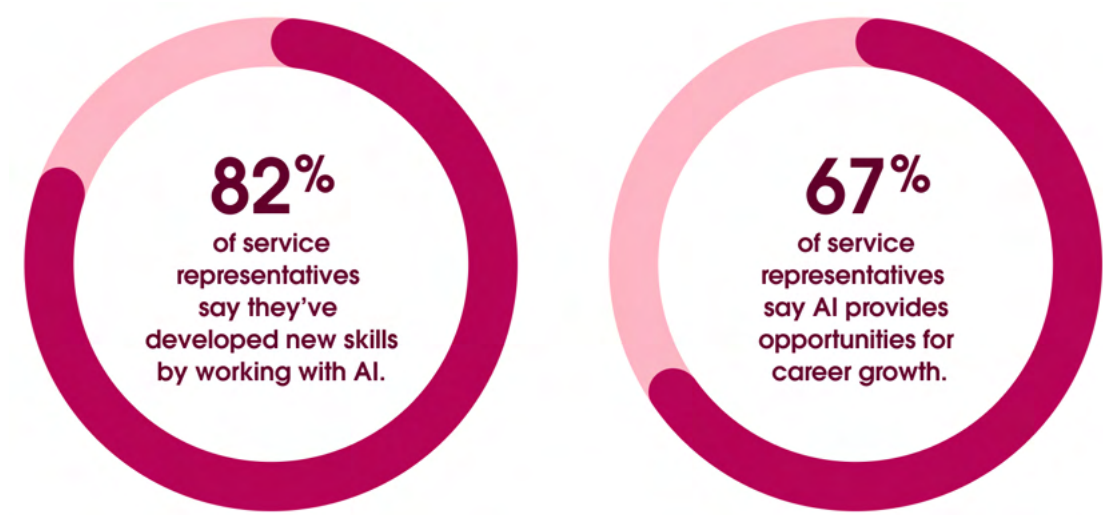
At orgs with AI At orgs without AI At orgs with AI agents At orgs without AI agents



Industries for Service Representative Career Advancement



Industries for Service Representative Career Advancement



Field Service Timing

Leaders say it takes	Technicians say it takes	
16 minutes	17 minutes	to make an appointment
13 minutes	15 minutes	to change an appointment
11 minutes	12 minutes	to cancel an appointment

Top AI Agent Use Cases in Field Service

- 1 Filling out forms
- 2 Summarizing appointments
- 3 Creating work orders / job briefings
- 4 Troubleshooting with AI text and image recognition
- 5 Locating required parts or equipment

Base: Field service leaders.

Sample Details



Sample Details

Country

Argentina	N=150, 2%
Australia	N=250, 4%
Austria	N=100, 2%
Belgium	N=100, 2%
Brazil	N=300, 5%
Canada	N=300, 5%
Chile	N=100, 2%
Colombia	N=150, 2%
Czech Republic	N=100, 2%
France	N=300, 5%
Germany	N=300, 5%
Greece	N=100, 2%
India	N=300, 5%
Indonesia	N=150, 2%
Ireland	N=100, 2%
Israel	N=100, 2%
Italy	N=200, 3%
Japan	N=300, 5%
Mexico	N=250, 4%
Netherlands	N=150, 2%
New Zealand	N=50, 1%
Nordics (DK, FI, NO, SE)	N=150, 2%
Peru	N=100, 2%
Philippines	N=200, 3%
Poland	N=100, 2%

Portugal	N=100, 2%
Saudi Arabia	N=100, 2%
Singapore	N=100, 2%
South Africa	N=100, 2%
South Korea	N=200, 3%
Spain	N=200, 3%
Switzerland	N=100, 2%
Thailand	N=200, 3%
Turkey	N=100, 2%
United Arab Emirates	N=100, 2%
United Kingdom	N=300, 5%
United States	N=500, 8%

Role

Service leader*	N=2,558, 39%
• Field service leader.....	N=1,258, 19%
• Service representative leader.....	N=2,296, 35%
Service representatives.....	N=2,720, 42%
Service operations.....	N=1,222, 19%

*Some leaders oversee teams that include both field service and representatives.

Sample Details

Industry

Automotive.....	N=377, 6%
Communications.....	N=220, 3%
Consumer goods.....	N=509, 8%
Energy & Utilities.....	N=224, 3%
Engineering, construction, & real estate.....	N=228, 4%
Financial services.....	N=821, 13%
• Banking.....	N=389, 6%
• Insurance.....	N=261, 4%
• Wealth management.....	N=171, 3%
Government.....	N=234, 4%
Healthcare provider.....	N=375, 6%
Healthcare payer.....	N=116, 2%
Life sciences & biotech.....	N=185, 3%
Manufacturing.....	N=510, 8%
Media & entertainment.....	N=239, 4%
Nonprofit.....	N=166, 3%
Professional & business services.....	N=456, 7%
Retail.....	N=688, 11%
Supply chain & logistics.....	N=195, 3%
Technology.....	N=479, 7%
Travel & hospitality.....	N=359, 6%
Other.....	N=119, 2%

Company Size

SMB (21-200 employees)	N=1273, 20%
CMRCL (201-3,500 employees).....	N=3865, 59%
ENT (3,501+ employees)	N=1362, 21%



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