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Thought Leadership Paper
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Short-Term Wins And Continuous Optimization: The Roadmap To Customer Engagement Success

How To Evolve Your Customer Engagement
Practices To Improve CX, Agent Satisfaction, And
Revenue

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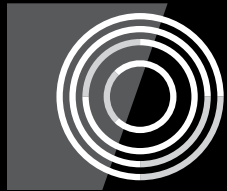
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To improve customer engagement maturity, firms should be execution focused.

Executive Summary

In a changing landscape of customer expectations and preferences, companies must be agile when it comes to their customer engagement strategies. However, what and how to evolve can be a roadblock that leaves companies stuck and customers disappointed.

In November 2017, LogMeIn commissioned Forrester Consulting to create a Customer Engagement Maturity (CEM) model to help decision makers evaluate their current state, identify gaps, define a strategy for optimization, and understand benefits over time. This model analyzed engagement across four pillars: process, organization, strategy, and technology.

LogMeIn commissioned follow-up studies in 2018 and 2019 using a revised CEM model to account for the rising importance of artificial intelligence (AI), which became the fifth pillar. In 2020, Forrester conducted an online survey with 463 global decision makers involved in customer experience (CX), engagement, and service, then weighted and tallied each response and placed respondents into one of four maturity segments: Experimenters (least mature), Evolutionists, Enthusiasts, and Experts (most mature). Forrester conducted this survey prior to the COVID-19 pandemic, but we believe the results are still relevant both today and in the future as improving CX remains a top priority.

KEY FINDINGS

- › **Gains in strategy make execution the focus now.** Experimenters have made impressive headway catching up to their more mature peers in strategy over the past year. Now, most firms need to turn their attention to execution — process and organizational setup. For all but Experts, organization and especially process scores trail strategy and technology. To improve customer engagement maturity, firms should be execution focused.
- › **Foundational self-service improvement is a top priority.** Improving self-service capabilities is an important initiative for most firms today. Experimenters, Evolutionists, and Enthusiasts all rate it as a top technology priority, and industries like retail and education are prioritizing it as well. When people hear “self-service,” many automatically think of chatbots. But improving self-service can start by going beyond simple FAQs with foundational knowledgebases for both agents and customers. This can form the foundation for later self-service AI implementations. The bottom line: Enabling customers to solve their own problems can pay huge dividends.
- › **Adopt a mindset of continual optimization.** Modernizing — or transforming — customer engagement is a slow and steady journey that must be approached in a methodical manner. Experimenters see technology and process improvements as top priorities; Evolutionists and Enthusiasts see strategy and technology as top priorities; and Experts see technology and organization as top priorities. Incremental benefits are realized at every step, which fuels ongoing initiatives.

The Customer Engagement Maturity Model

Customer expectations continue to evolve, and so too must customer engagement practices to meet key CX and business goals. As companies improve technology and strategy, they must shift priorities to best serve and retain customers, as well as grow revenues. To help companies understand how shifts in customer preferences and emerging technologies change their engagement strategy and priorities, we created a Customer Engagement Maturity model comprised of five pillars: process, organization, strategy, technology, and AI (see Figure 1). Scoring each category on a 4-point scale, we broke respondents into four maturity groups: Experimenters, Evolutionists, Enthusiasts, and Experts. By looking at year-over-year changes across the model, we can discover the top priorities and challenges that decision makers at each level maturity should account for as they build their firms' roadmaps for customer engagement.



Figure 1
2020 Customer Engagement Maturity Model Categories

Process	Channel orchestration
	Agent processes
Organization	Channels deployed
	Executive involvement
Strategy	Metrics
	Mobile strategy
Technology	Agent workspace
	Routing
	Data used for personalization
	Self-service content and automated conversations
	Intelligence
AI	AI processes
	AI organization
	AI strategy
	AI technology

Each capability is assigned four descriptions based on increasing maturity and scored on a scale of 1 to 4 ("Don't know" = 0).

Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, January 2020

Four Key Trends That Shape Customer Engagement In 2020

In January 2020, we surveyed 463 global customer experience and service decision makers regarding their customer engagement practices and maturity using our model. Comparing that to data collected for the 2019 report on the Customer Engagement Maturity model, we see lower-maturity Experimenters catching up to the pack as Experts at the top end continue to increase their lead (see Figure 2). Key year-over-year trends and changes will help companies inform their customer engagement roadmaps for 2020, from Experimenters to Experts.

Decision makers in our survey made significant year-over-year improvements at their firms in both their customer engagement metrics and their mobile strategies.

TREND NO. 1: STRATEGY GAINS MADE, ESPECIALLY FOR EXPERIMENTERS

Decision makers in our survey made significant year-over-year improvements at their firms in both their customer engagement metrics and their mobile strategies. Overall maturity scores for strategy rose 9 percentage points year over year. An examination of changes from the last survey shows:

- Experts drive metrics improvements.** Over 60% of our survey respondents say they have incorporated CX metrics into a balanced scorecard or have placed special emphasis on CX metrics for their engagement measurement strategies. This indicates a pivot to an outside-in, customer-centric approach to engagement, rather than an inside-out, siloed operational approach. This will greatly benefit adopters as CX is now, and will be, the greatest point of competitive differentiation for customer engagement. However, Experts largely drove this the year-over-year improvement, with over 80% focusing on CX metrics. Experimenters are still far behind the pack: 40% are only using operational metrics to measure engagement success.

Figure 2
Averages By Engagement Maturity Groups (Significant year-over-year changes indicated by arrows)

	Experimenters (Level 1)	Evolutionists (Level 2)	Enthusiasts (Level 3)	Experts (Level 4)
Process	44%	53%	63%	83%
Organization	40%	59% ↓ 5	69%	89% ↑ 6
Strategy	49% ↑ 17	65%	75%	89% ↑ 6
Technology	48% ↑ 5	63%	71%	84%

Base: 463 customer experience/engagement/service decision makers (manager+)
 Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, January 2020

- › **Mobile maturity rises across the board.** A third of the respondents we surveyed in 2020 consider their firms mobile-first in thinking and execution, up from just 11% in 2018. And nearly 75% say mobile is fully integrated into their companies' customer engagement (up from 45%). These gains highlight the rapid rise of mobile customer engagement but also suggest that mobile is now well-trodden ground for most companies today.
- › **Experimenters cover ground to catch up to the pack.** Fueled by major gains in their mobile maturity, Experimenters' average strategy score rose 17 percentage points year over year, up to 49%. In doing so, they have closed the gap between themselves and Evolutionists down to just 16 percentage points (from 32 in 2018). However, as previously indicated, Experimenters are still well behind with their metrics strategies, which must become a priority for the near future.

TREND NO. 2: COMPANIES SEES IMPROVEMENTS IN KEY ENGAGEMENT TECHNOLOGIES

While average scores in the technology category remained relatively unchanged from 2018, several key technologies saw steady year-over-year improvements. These include:

- › **Self-service engagement.** Self-service engagement continues to see slow but steady gains in year-over-year maturity: 68% of respondents say they have options including FAQs, knowledgebases, and/or chatbots, based on text analysis and capable of agent escalation where appropriate. Lower-maturity companies drove most of the gains here, with the most significant gains made by Experimenters (+26 percentage points year over year). Valuing a customer's time is the most important facet of providing great customer service, which makes self-service a critical component of engagement at any maturity level.
- › **Agent workspace.** Two-thirds of respondents in 2020 say their agents can use a single workspace for all channels (up from 46% in 2018). Decision makers at lower-maturity companies saw the greatest improvement in their agent workspace capabilities, with 40% of Experimenters (up from just 16%) and 62% of Evolutionists (up from 36%) saying they are now using the same agent workspace for all channels. Agent workspace maturity leads to employee experience (EX) and CX gains as agents can focus on better serving customers.
- › **Inquiry routing.** Inquiry routing saw a slight increase at the top end, with 34% of respondents able to route inquiries dynamically based on rules and other interaction factors as well as queue length (up from 26%). Enthusiasts almost entirely drove this boost, with a nearly 20-percentage-point surge in their dynamic routing capabilities. Better capabilities for matching a customer's questions to an agent or resource capable of quickly resolving the issue in a satisfactory way translates directly to an improved customer experience.

Valuing a customer's time is the most important facet of providing great customer service, which makes self-service a critical component of engagement at any maturity level.

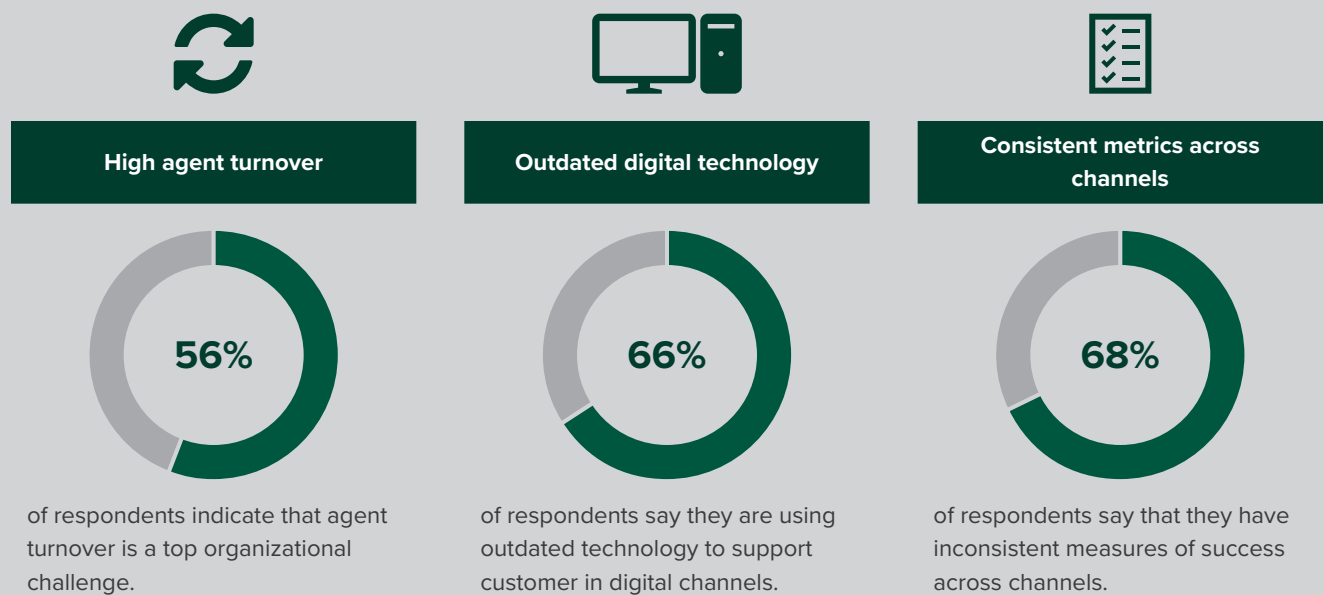
TREND NO. 3: CONSISTENT CHALLENGES ACROSS MATURITY EMERGE

A few key challenges span all the maturity groups for process, organization, and technology. These include:

- › **High agent turnover.** Over half (56%) of respondents indicate that agent turnover is a top organizational challenge. This is the top ranked challenge across all maturity groups, as agent turnover is a product of the nature of the work and compensation. However, ease or difficulty of using technology can also contribute to agent turnover, making technologies like agent workspace, automation, and AI critical levers for solving this challenge.
- › **Outdated digital technologies.** Two-thirds of respondents say they are using outdated technology to support customers in digital channels, ranking either No. 1 or No. 2 in process challenges across all maturity groups. This challenge has been emerging over years as single-channel technologies that were adopted years ago do not have the automation and AI capabilities that are available in best-of-breed solutions today.
- › **Consistent metrics across channels.** Sixty-eight percent of respondents say that they have inconsistent measures of success across channels, ranking either No. 1 or No. 2 in process challenges across all maturity groups. Customers expect to be able to use the channel and touchpoint of their choice and get consistent experiences. If companies don't have consistent ways to measure across all channels, they can't understand how well they meet this expectation.

Figure 3

Consistent Challenges Across Maturity



Base: 463 customer experience/engagement/service decision makers (manager+)

Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, January 2020

TREND NO. 4: THE AI RACE HAS STARTED; IT'S TIME FOR COMPANIES TO HIT THE GROUND RUNNING

Almost 60% of respondents in our 2020 survey say their firms are using AI for customer engagement. However, most of those companies are in early pilot mode — running proofs of concept and exploring a few use cases in small projects. Only a handful have coordinated strategies and standardized AI solutions to enable them. While mature customer engagement companies are more likely to have advanced AI capabilities, most respondents at all maturity levels are either not using AI at all or are in the nascent stages of AI development. This means that all companies are on roughly even footing when it comes to AI for customer engagement; Experimenters and Experts alike are just getting started. However, this may not be the case for long, as heavy investment in AI is on the horizon as many companies prioritize AI moving forward. Getting a few pilot programs running to build the business case for investment and showcase the value of customer engagement will be a critical next step to keep pace in the AI race.

All companies are on roughly even footing when it comes to AI for customer engagement; Experimenters and Experts alike are just getting started.

Customer Engagement 2020 Roadmaps

Customer engagement priorities and challenges are not one-size-fits-all. Where companies are on their maturity journeys can influence where they should focus the resources. Considering overarching CX trends for 2020, we identified the top priorities that each maturity group is focusing on this year.

EXPERIMENTERS

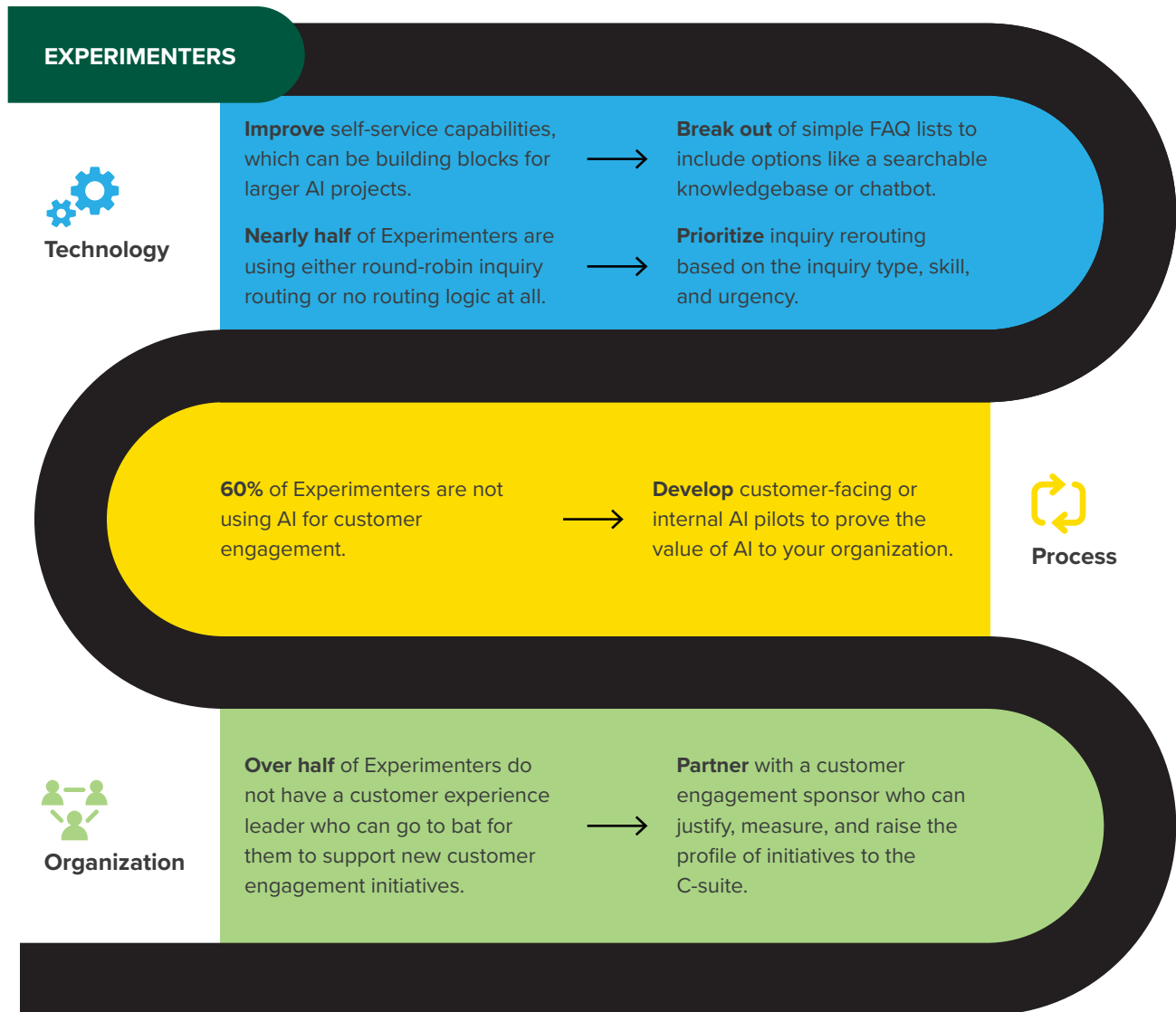
Experimenters' gains in strategy maturity over the last year set the stage for new priorities in 2020. Experimenters in our survey rank technology (34%) and process (25%) as the top two areas of their practices most important to meet and exceed their engagement goals, followed closely by organizational setup (see Figure 4). Top priorities identified by Experimenters include:

- › **Technology: inquiry routing and self-service automation.** With Experimenters improving agent workspace capabilities dramatically in 2019, the next area they are prioritizing is inquiry routing technologies. Today, nearly half of Experimenters say their firms are either using round-robin inquiry routing or, even worse, no routing logic at all. Implementing inquiry routing rules should be at the top of their to-do lists, allowing inquiries to be prioritized and rerouted based on the inquiry type, skill, and urgency.

If inquiry routing is not an issue, the next priority for Experimenters is improving self-service capabilities, which can be building blocks for larger-scale AI projects. The goal here is to break out of simple FAQ lists for self-service to include options like a searchable knowledgebase and/or simple chatbots. These can analyze incoming text from customers and select from automated answers based on text analysis or escalate to an agent if necessary. This deflects routine questions from agents, letting them focus on the more complex problems which can improve EX as well as save money. It also allows customers to potentially solve their issues without ever needing to speak to an agent, which can be preferred.

Experimenters' self-service goal is to break out of simple FAQ lists for self-service to include options like a searchable knowledgebase and/or simple chatbots.

Figure 4



Base: 463 customer experience/engagement/service decision makers (manager+)

Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, January 2020

- › **Process: lay the groundwork for coordinated AI implementation.** Sixty percent of Experimenters report their companies are not using AI for customer engagement. In contrast, 70% of Evolutionists we surveyed have started experimenting with AI, running proofs of concept or piloting AI with one or more groups in their organizations. This should be the goal for Experimenters whose firms have not yet started AI. Customer-facing self-service AI technologies like chatbots and intelligent knowledgebases are one set of initial use cases to pursue, but Experimenters could also opt for internal efficiency-driving use cases, like automated knowledge retrieval to aid agents in finding answers for customers quickly or automated inquiry routing to prove the value of AI. Both the internal and customer-facing use cases deliver improved customer experiences and offload task work from agents — especially important with agent turnover being a top challenge.
- › **Organization: gain executive support to secure a place at the table.** Getting budget for new initiatives is another top challenge for Experimenters we surveyed. Over half of Experimenters do not have a CX leader who can go to bat for them to support new customer engagement initiatives. This means customer engagement is rarely on the company roadmap. A customer engagement sponsor who can justify initiatives and raise the profile of those initiatives to the C-suite is a critical component of success. Make sure you have a way to measure the success of early engagement pilots as a way of justifying the importance of your customer engagement investments.

EVOLUTIONISTS

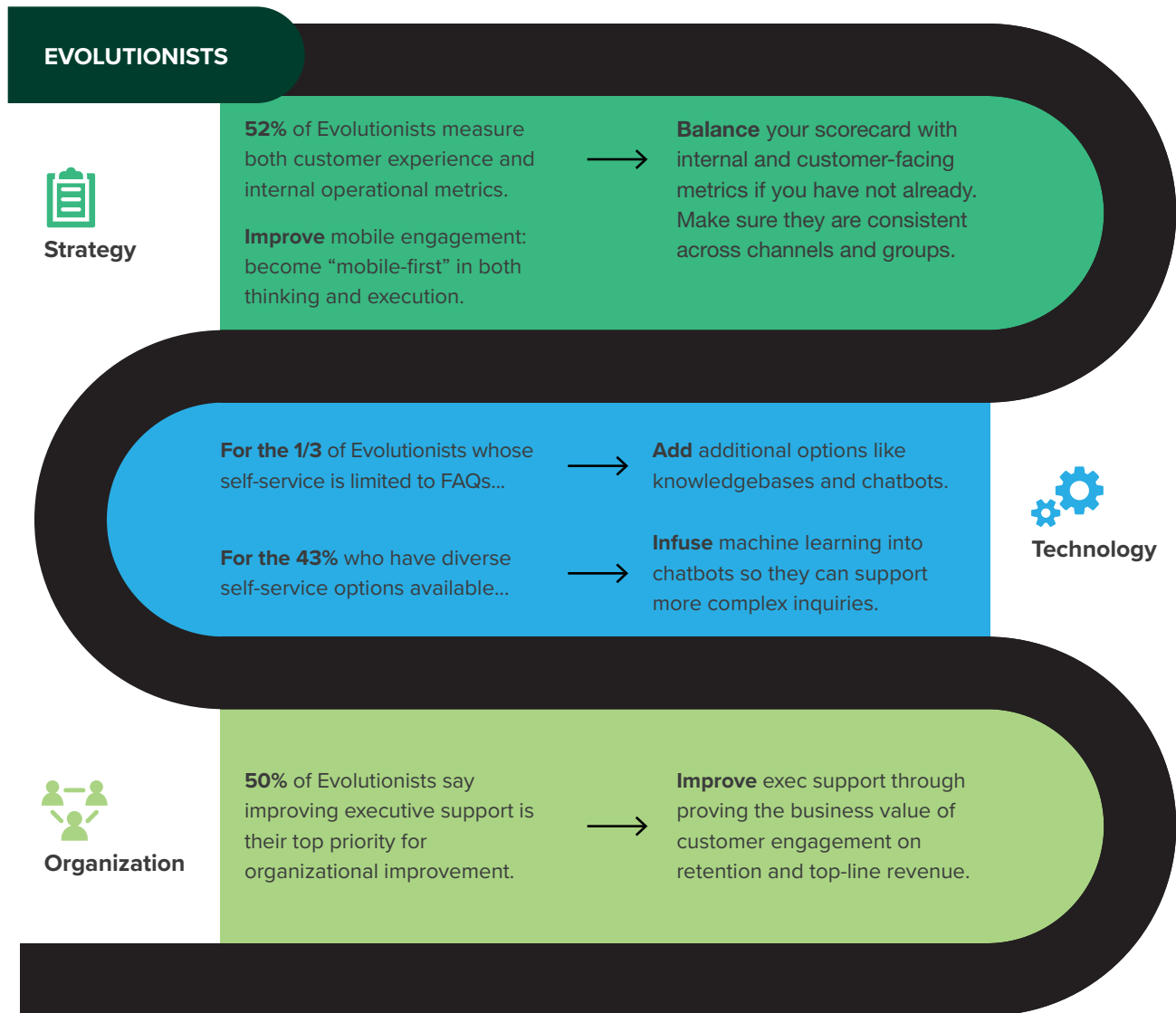
Evolutionists surveyed see strategy (33%) and technology (32%) as the most important areas of their customer engagement practices (see Figure 5). Top priorities identified by Evolutionists include:

- › **Strategy: improving metrics and going “mobile-first” top priority list.** A balanced scorecard of metrics for customer engagement that is consistent across channels is essential to meeting engagement and business goals. A little over half of Evolutionists surveyed measure both CX and internal operational metrics — a crucial first step for understanding how engagement is affecting both customers and agent experience, as well as the business. Making these metrics consistent across groups and channels is more difficult but equally important.

Improving mobile engagement is another strategic priority for Evolutionists we surveyed. Two-thirds of Evolutionists say that mobile is fully integrated into their customer engagement, which means the next is to move “mobile-first” in both thinking and execution.
- › **Technology: self-service and AI are areas for improvement.** For the one-third of Evolutionists whose self-service is limited to FAQs, the priority should be additional options like knowledgebases and chatbots. For the 43% who have these options already, infusing machine learning (ML) into chatbots so they improve their answers over time and can support more complex inquiries is an important next step. Other AI technologies that Evolutionists can explore to improve their customer engagement include optimized routing and sentiment detection and automatic escalation in self-service. Self-service and AI technologies empower agents to better serve customers, a challenge that Evolutionists face today.

Evolutionists should work toward infusing AI into self-service, empowering agents to better serve customers.

Figure 5



Base: 463 customer experience/engagement/service decision makers (manager+)
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, January 2020

- › **Organization: proving the value of customer engagement to the C-level.** While organizational improvement is less of a priority for Evolutionists, getting budget for initiatives is still a challenge for many. For this reason, 50% of Evolutionists say improving executive support is their top priority for organizational improvement. Almost all Evolutionists have seen success from initial projects and have the awareness of the C-suite, but fewer than one in three says that their customer engagement leader reports to the C-level. An issue that firms must solve is proving the business value of engagement on customer retention and top-line revenue. The solution ties back into improving metrics, another top priority for Evolutionists.

ENTHUSIASTS

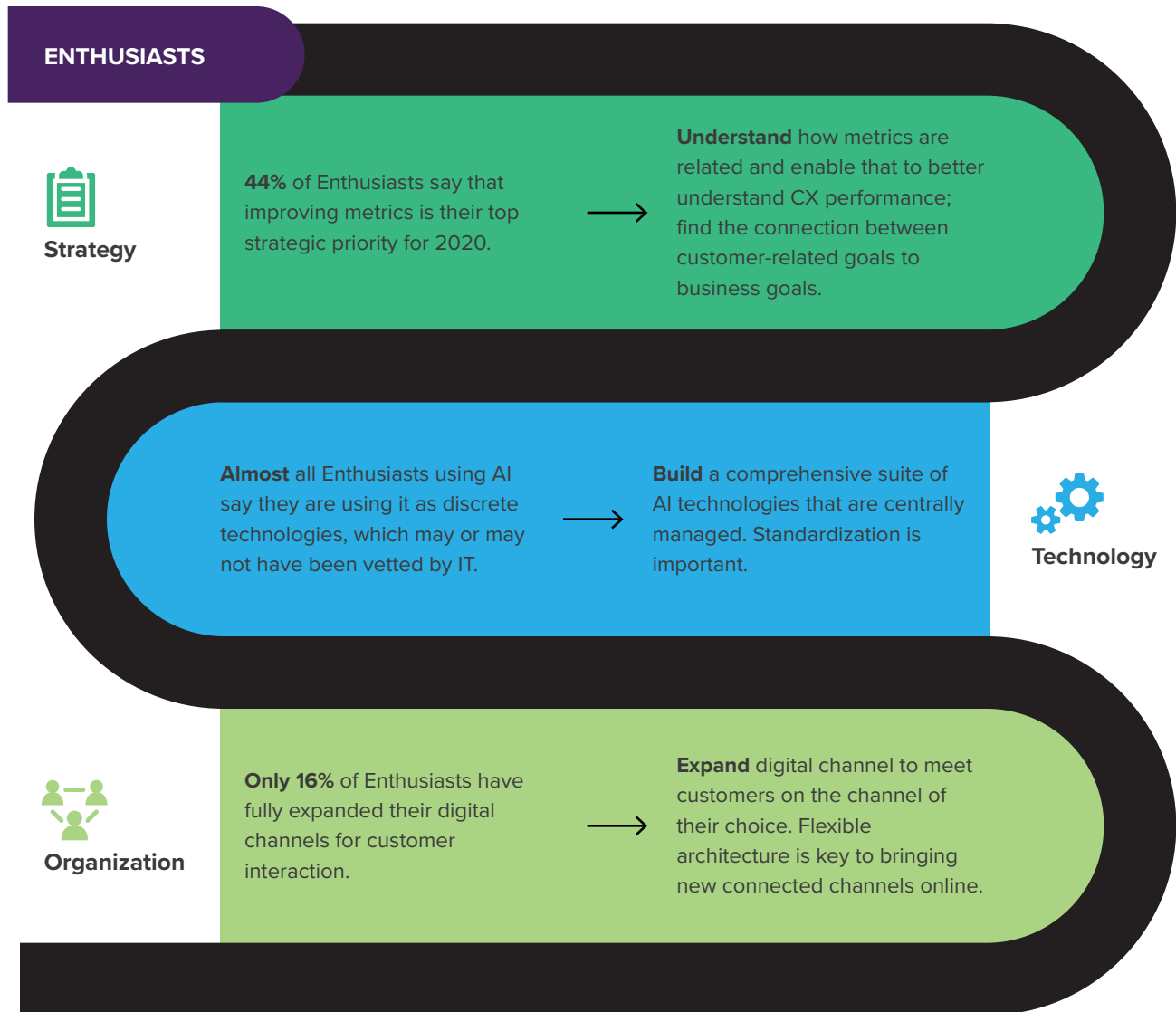
Like Evolutionists, Enthusiasts we surveyed rate strategy (31%) and technology (30%) as the most important areas for their customer engagement practices, with some overlapping priorities between the two groups (see Figure 6). However, the roadmap for enthusiasts differs based on what they have achieved versus Evolutionists today. Enthusiast priorities include:

- › **Strategy: advanced measurement techniques.** Almost half of Enthusiasts (44%) say improving metrics is their top strategic priority for 2020. More than three in four Enthusiasts say they have a balanced scorecard of CX and operational metrics, so the next step is to understand how these metrics relate to one another and use that to better understand their CX performance — for example, understanding how handle times impact Net Promoter Scores and in turn relate to agent satisfaction.¹ The goal here is to link customer-related goals like retention and satisfaction to business goals like sales conversion and revenue.
- › **Technology: adding AI technologies and expanding self-service options.** Building a comprehensive suite of AI technologies that are managed through a centralized service is a high priority for Enthusiast decision makers. Almost all of the Enthusiasts using AI today say they are using AI as discrete technologies that may or may not have been vetted by IT. Standardizing here is an important next step. Expanding AI technologies can also help Enthusiasts improve their self-service capabilities, infusing machine learning into chatbots so they improve their answers over time and can support more complex inquiries. Just one in four Enthusiasts has this today.
- › **Organization: expanding support for digital channels.** A top challenge for Enthusiasts today is their inability to expand their digital channels due to inflexible architecture. For this reason, only 16% of enthusiasts have fully expanded their digital channels for customer interaction. They run the risk of not connecting with customers on channels of preference, and this risk grows as digital touchpoints expand. In the current environment where business and engagement are increasingly digital, meeting customers on the channels of their choice is a critical short- and long-term priority. Flexible architecture is key to quickly bringing new digital channels online and connecting them to best serve customers.

Building a comprehensive suite of AI technologies that are managed through a centralized service is a high priority for Enthusiast decision makers.

In the current environment where business and engagement are increasingly digital, meeting customers on the channels of their choice is a critical short- and long-term priority.

Figure 6



Base: 463 customer experience/engagement/service decision makers (manager+)

Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, January 2020

EXPERTS

Experts see technology (32%) and organization (27%) as the most important pillars of their customer engagement practices (see Figure 7). Their roadmap for 2020 focuses on expanding AI capabilities and building a support structure to effectively enable that. Top priorities include:

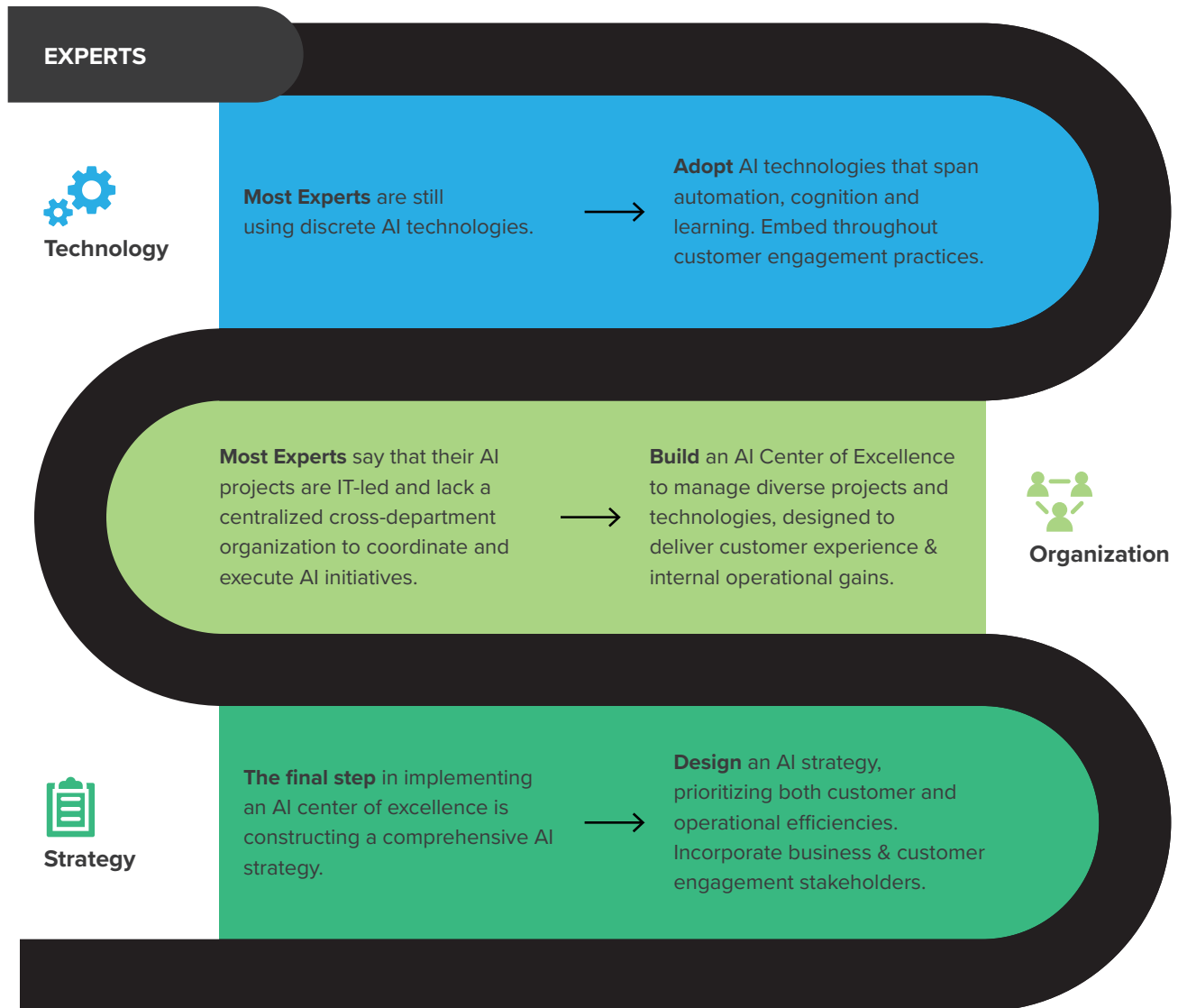
- › **Technology: building out a full complement of AI technologies.** Even more than Enthusiasts, Experts' top technology priority is adopting a set of AI technologies that spans automation, cognition, and learning and embedding those technologies throughout their customer engagement practices. Most Experts' firms are still using discrete AI solutions. Experts can solve their top challenges, like escalating costs and agent fatigue due to a lack of automation, by infusing existing processes with the right AI technologies that automate and aid easier or clerical tasks, helping agents do their jobs better and focus on work that fulfills purpose.

Interestingly, Experts' next technology priority is improving inquiry routing — improving dynamic routing and rerouting based on multiple factors, as well as managing agent concurrency based on the difficulty of the engagement. Again, AI is a critical component of dynamic routing, automating assignment based on rules.

- › **Organization: a central organization to support AI and continue to raise the profile of customer engagement.** The top two organizational priorities for Experts are improving executive support for customer engagement and building a stronger AI organization. Most Experts say that their AI projects are IT led and lack a centralized cross-department organization to coordinate and execute AI initiatives. Building out an AI center of excellence will be critical for managing a diverse array of AI projects and technologies designed to deliver both CX and internal operational gains. Proving the value of these initiatives will raise the profile of customer engagement to the organization, so it again will be crucial to measure these projects and articulate their benefits.
- › **Strategy: creating a holistic AI customer engagement strategy.** The final step in implementing an AI center of excellence is designing a comprehensive AI strategy to execute upon. This strategy must prioritize both customer-facing and operational efficiency use cases, tie back to business goals, and accurately measure the results to determine project success. Doing this successfully requires significant input from the business and customer engagement stakeholders, which is why building a centralized AI organization is an important priority upfront.

For Experts, a comprehensive AI strategy must prioritize both customer-facing and operational efficiency use cases, tie projects back to business goals, and accurately measure results to determine project success.

Figure 7



Base: 463 customer experience/engagement/service decision makers (manager+)
Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, January 2020

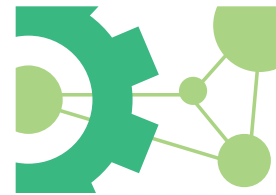
CUSTOMER ENGAGEMENT PRIORITIES VARY BY INDUSTRY AS WELL

Customers' preferred methods of engagement can vary widely from business to business. And new technologies and innovations are enabling customers to interact with companies in some industries digitally where previously they could not before. As a result, customer engagement roadmaps can vary by industry as well as by engagement maturity. Some of these variations include the following:

- › **Tech priorities can vary by industry.** The pillar with the most variability by priority is technology. Education and retail decision makers say their top technology priority is expanding self-service. Technology leaders are prioritizing proactive engagement. Financial services and insurance decision makers are focused on prioritizing improving inquiry routing capabilities. Telecom, travel, contact centers, and consumer manufacturing respondents are all prioritizing AI solutions.
- › **Financial services and insurance prioritize strategy over technology.** All the respondents we surveyed, regardless of industry, say technology is the most important pillar of their customer engagement practices, with the exception of financial services and insurance, whose respondents say strategy is the most important. They are prioritizing improving customer metrics as their top strategic priority. Other industries' top strategic priority is to create an improved AI strategy.
- › **Retail is focused on expanding digital channels as an organizational priority.** Decision makers in the retail industry say their companies are prioritizing improving their organizational structures, ranking it second most important to technology overall. And while respondents in other industries rank improving executive support as their most important organizational priority, retail respondents rank expanding digital channels as their top priority. This is driven by a shift in how customers want to interact with retailers, which is increasingly through apps and mobile, especially in the current climate of physical distancing.

An Effective Engagement Strategy Is Rooted In Smart Engagement Technologies

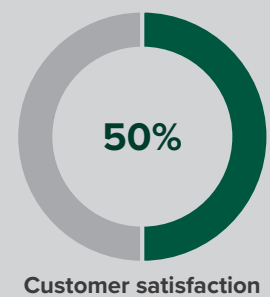
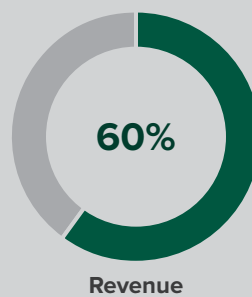
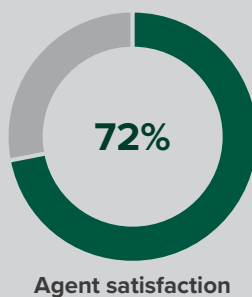
High agent turnover, lack of agent empowerment to serve customers, and agent fatigue — all consistent challenges with customer engagement practices today — are symptoms of inefficient agent technologies. Two-thirds of survey respondents rank outdated digital technologies as a top five technology challenge for their organizations. A technology refresh is an important part of the 2020 engagement roadmap — highlighted by the priority that all maturities have given to expanding AI in their organizations. Infusing agent technologies with AI and ML capabilities can (see Figure 8):



- › **Increase agent satisfaction.** Access to technologies that support agents is the No. 1 way that organizations are increasing agent satisfaction. Seventy-two percent of respondents say they have increased satisfaction this way. A further 64% say empowering their agents to serve customers and make decisions has helped increase agent satisfaction. AI can help agents make decisions while cutting down on the amount of routine task work they have, giving them more time and capabilities to better serve customers.
- › **Improve customer experience.** Half of respondents surveyed say they have increased customer satisfaction by using new technologies like AI. AI capabilities help reduce the friction in customer journeys and allow customers to self-serve via chatbots and knowledgebases. AI also helps agents be more productive and efficient, allowing them to deliver personal, and in-context, service and proactively engage with customers at points of friction or opportunity — leading to targeted, personal customer experiences at every step of their journey.²
- › **Drive increased revenue.** Sixty percent of survey respondents say new technologies like AI have helped them drive increased revenue. Automation and AI-infused solutions help agents provide better customer experiences, which in turn drives customer retention and increased customer value. Better proactive engagement driven by AI and ML can also drive revenue and conversion.

Figure 8

Companies Use New Technologies Like AI To Improve:



Base: 463 customer experience/engagement/service decision makers (manager+)

Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, January 2020

Key Recommendations

Today's customers hold the power in business relationships. Customers have more choices of brands to engage with, products to purchase, communication channels, and touchpoints. What they don't have is more time. They want friction-free engagement, delivered over the channel of their choice, in a highly personal way, and in context of where they are on their journeys, with a full understanding of who they are, their prior interaction, and transaction history.

Companies must meet these customer expectations to garner their satisfaction and long-term loyalty to the brand. Great customer engagement drives customer retention, enrichment, and advocacy — all of which have a quantifiable, positive impact to top-line revenue.³ Yet, with the explosion of communication channels and touchpoints, companies struggle even more to deliver upon customer expectations.

Great customer engagement rests on the systematic adoption of AI and automation, in conjunction with agents working together to exploit each of their unique strengths. AI and automation offloads routine repetitive tasks from customer-facing personnel, allowing them to focus on value-added interactions that build and nurture customer relationships — ultimately translating into increased customer retention and revenue.

Forrester's in-depth survey of global customer experience and service decision makers yielded several important recommendations:



Increase operational agility to keep pace with customer changing engagement preferences. Customers contact companies at an increased rate, over a greater number of channels, than in the past. They are also using digital and social channels from their daily lives to now engage with companies. Companies must react to this rising tide of engagement by using AI and automation to handle reproducible work, allowing customer-facing personnel to focus on more complex interactions.



Invest in AI to deliver better customer experiences. The technologies falling under the AI umbrella offload administrative work for agents and make operations more effective. They arm agents with the right content, data, next steps, and insights to better personalize interactions and serve customers — all of which drive customer retention and revenue. AI is a transformative technology that will impact the nature of work, including customer service operations. AI addresses reproducible work, allowing agents to focus on more complex interactions that may also require an emotional connection with your customers. This means that the type of work that your agents are responsible for will change as you mature your AI operations.



Start planning on how your workforce will evolve. AI will impact the nature of every single job in customer service. As you mature self-service, for example, you may require fewer generalists and tier 1 agents. Your higher-skilled agents will receive an increased number of inquiries that may take longer to resolve and may require new training. New jobs will also open up, such as jobs to supervise chatbots or craft chatbot dialogs. Predict the change of new jobs and see if some job losses can be turned into opportunities. For example, tier 1 agents can be easily transitioned to managing and optimizing the performance of customer-facing chatbots.



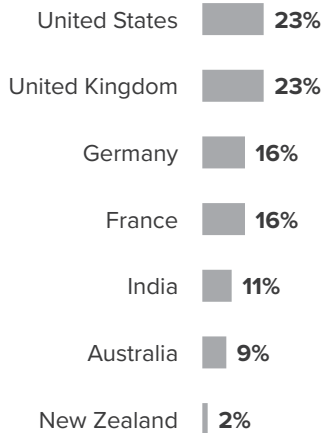
Invest in training, tools, and new metrics for agent success. As automation evolves and transforms jobs in the contact center, agents will need both training and tools to be effective in this new workforce paradigm. Your agents may need advanced skills or subject matter expertise to work on more difficult inquiries. Understand and level up your agents with the right coaching and training. Along with training, new tools can also make agents happier and more effective. Capabilities like enhanced context and visualization, improved knowledge retrieval and integration, and AI can allow agents to do higher-level work and improve agent productivity and CX. Also, refocus your measurement program on customer-centric metrics like quality of delivered service instead of purely operational efficiency metrics, as this will help pivot your organization to be more customer-centric.

Appendix A: Methodology

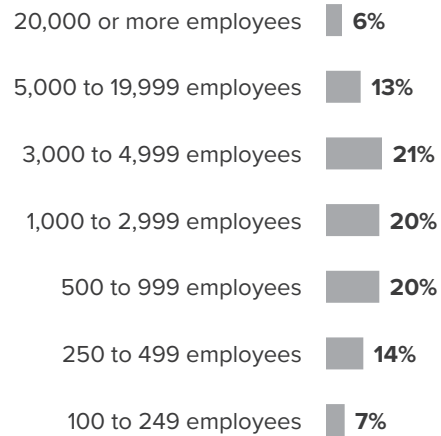
In this study, Forrester conducted an online survey of 463 financial services and insurance, technology, education and nonprofit, telecommunications services, travel and hospitality, retail, outsourced contact center, and consumer product manufacturing respondents in the US, the UK, Germany, France, India, Australia, and New Zealand to evaluate customer engagement maturity. Survey participants included decision makers involved in customer engagement strategy and vendor selection. The study was completed in January 2020.

Appendix B: Demographics

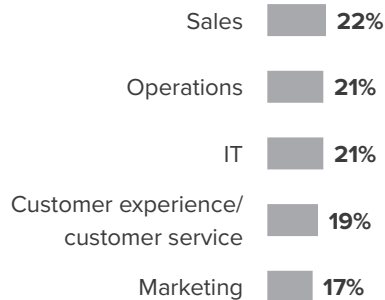
“In which country are you located?”



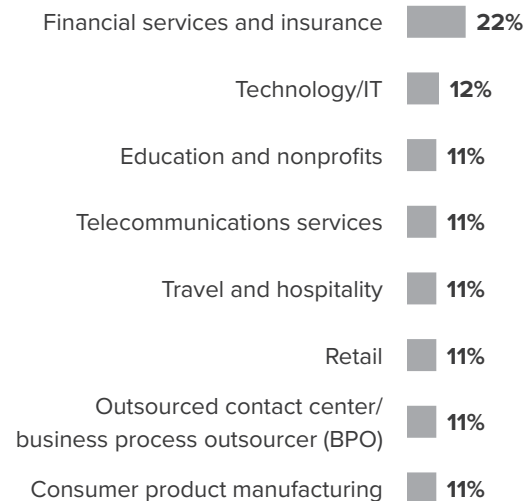
“Using your best estimate, how many employees work for your firm/organization worldwide?”



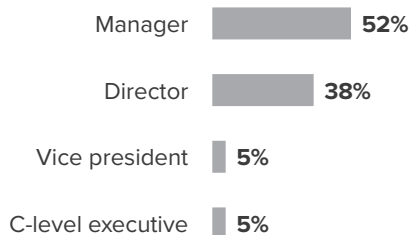
“Which of the following best describes your current department?”



“Which of the following best describes the industry to which your company belongs?”



“Which title best describes your position/title at your organization?”



Base: 463 customer experience/engagement/service decision makers (manager+)

Note: Percentages may not total 100 because of rounding.

Source: A commissioned study conducted by Forrester Consulting on behalf of LogMeIn, January 2020

Appendix C: Supplemental Material

RELATED FORRESTER RESEARCH

“The Three Customer Service Megatrends In 2020: Fuse AI And Agents To Drive Better Experiences,” Forrester Research, Inc., January 14, 2020

“How To Modernize Digital Customer Self-Service,” Forrester Research, Inc., May 3, 2019

“How Customer Experience Drives Business Growth, 2018,” Forrester Research, Inc., September 21, 2018

“How AI Will Transform Customer Service,” Forrester Research, Inc., June 16, 2017

Appendix D: Endnotes

¹ Net Promoter and NPS are registered service marks, and Net Promoter Score is a service mark, of Bain & Company, Inc., Satmetrix Systems, Inc., and Fred Reichheld.

² Source: “How AI Will Transform Customer Service,” Forrester Research, Inc., June 16, 2017.

³ Source: “How Customer Experience Drives Business Growth, 2019,” Forrester Research, Inc., December 13, 2019.