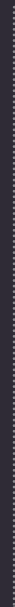




# Unleashing the value of customer service

The transformative impact of Gen AI and agentic AI

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# Executive summary

Customer service is the key channel for organizations to nurture relationships with customers and shape brand perception, delivering strategic value. For this research, we surveyed around 9,500 consumers and 500 agents and supervisors, as well as 1,000 executives from across the globe, to gather their views on the current state of customer service across sectors and their expectations of the function over the next few years (we have used the terms "consumer" and "customer" interchangeably in this report). We found that, despite its growing strategic importance, the customer service function faces numerous challenges, leading to dissatisfaction among consumers and agents, as well as operational inefficiencies. However, with the advent of generative AI (Gen AI) and AI agents, organizations have the capacity to empower their people to deliver a new level of customer service, bringing top- and bottom-line benefits.

## **The importance of customer service cannot be overstated**

Customer service is not just about answering queries and resolving issues. It is one of the most powerful capabilities available to organizations to drive purchases, encourage loyalty, and shape brand perception. It connects directly with customer sentiment, significantly influencing the brand relationship.

- 58% of consumers think that customer service is very/extremely important in shaping their overall perception of a brand.
- As many as 65% of consumers say that, when they experience good customer service, they go on to recommend the brand to friends or family.
- 55% of consumers say they will become repeat customers if they are happy with customer service.

## **But customer service is broken**

Despite its significance, customer service is failing to meet consumer expectations. Basic requirements, such as fast and effective issue resolution, ease of access, and

# Executive summary

empathetic behavior from customer service staff, are still too often perceived to be lacking. Customer service agents are also dissatisfied, and organizations face low operational efficiency, agent attrition, and increasing customer expectations, in alignment with new standards.

- 65% of executives say their organizations face low operational efficiencies in the customer service function.
- Less than half (45%) of consumers report being either “satisfied” or “very satisfied” with customer service across various brands.
- Four in ten (39%) consumers overall (57% in the 18–24 age group) often choose to tolerate issues rather than put themselves through cumbersome customer service processes.
- 61% of consumers rank effective and speedy issue resolution among their top five priorities, but only 45% report regularly receiving it. Long wait times, slow issue resolution, and unempathetic agents are among consumers' top frustrations.
- Only 16% of agents surveyed report overall satisfaction with their roles.

## Gen AI is a game changer and a trigger for customer service transformation

Gen AI is transforming customer service by serving as an advanced assistant that enhances self-service options and augments human agents. This dual role enables organizations to deliver more efficient, personalized, and satisfying customer experiences, while also improving the experiences of human agents. Currently, 86% of organizations have already implemented Gen AI, initiated pilots, or started exploring its potential in their customer service functions. Gen AI-augmented customer service can deliver a step-change in the way organizations handle customer queries and issues and address long held concerns about operational efficiency.

- 33% of organizations exploring/using Gen AI are already seeing improved first contact resolution rates, while another 52% expect to see this benefit.

# Executive summary

- 24% of organizations exploring/using Gen AI are already seeing reduced operating costs, while another 65% expect to see this benefit.
- 73% of human agents report that Gen AI has reduced the time they spend on mundane tasks, while 70% have experienced a reduction in their overall workload.

## **Agentic AI: Shaping the future of customer service**

In 2024, the focus of many organizations was on using Gen AI to augment human agents and enhance self-service capabilities. In 2025, Gen AI is evolving toward autonomous AI agents capable of handling end-to-end tasks and collaborating as multi-agent systems. As agentic AI systems scale, they will become more specialized and autonomous, handling repetitive tasks independently, collaborating between systems and other agents, while human agents focus on providing personalized and value-adding customer experiences. Consequently, the traditional customer service function will be transformed into a customer experience (CX) center, operated by hybrid teams of human and AI agents.

Currently, 61% of executives view customer service as primarily a support function, but this is expected to drop to just 22% within three years, as organizations recognize the function's burgeoning strategic importance. Together, Gen AI and agentic AI offer a transformative shift beyond the functional, elevating customer service to a strategic value driver. By boosting productivity and efficiency, Gen AI and agentic AI free up resources for premium support and proactive sales, strengthening the function's role in shaping brand perception, fostering customer loyalty and retention, and driving revenue.

However, less than half of organizations feel they are prepared to offer AI-powered customer service. Organizations that adopt a "lift and shift" approach without establishing the necessary foundations struggle to fully leverage the transformative potential of AI.

## **Gen AI and agentic AI are the key to unlocking the commercial potential of customer services**

As the customer service function evolves, organizations can monetize it in multiple ways. For example, organizations can charge for premium customer service, for which our survey results suggest 60% of consumers

# Executive summary

would be willing to pay more. With Gen AI support, human agents can turn their service interactions into sales opportunities, contributing directly to the top line. Gen AI-enabled customer service can also drive additional revenue and growth through new services, higher lifetime value (LTV), and referrals.

## Reimagining customer service requires an organizational shift

**Strategic and cultural shift:** An enterprise-wide recognition of customer service as a strategically central function that drives brand perception, loyalty, retention, and revenue is key to its successful transformation. Today, nearly 6 in 10 executives consider surmounting cultural challenges, such as the lack of agent engagement with organizational aims and objectives, as the key to improving the customer service function.

**Operations:** Operational factors such as lack of coordination of departments, lack of proper training, and a high employee churn rate are significant barriers to optimizing customer service. Nearly three-quarters (74%) of executives cite poor coordination of departments as a major barrier to

improving customer service, and only half of organizations have integrated insights derived from customer interactions into the operational and decision-making processes of other functions.

**Technology:** The IT systems of most organizations require a significant overhaul. Nearly eight in ten (79%) executives cite outdated and legacy systems as a major barrier to improving customer service, while 73% consider fragmented, siloed IT systems to be a significant challenge. Further, limited access to data hampers customer service teams' ability to deliver high-quality service. Most organizations have only partially or minimally integrated back-end systems (56%) and data layers (71%).

## To implement this necessary shift, we recommend a phased approach

**Redesign:** Organizations must completely reimagine their approach to customer service by embracing a new paradigm where AI agents and humans collaborate to deliver seamless and effective customer experiences. To achieve this, organizations need to clearly define the roles of AI agents and humans, mapping the existing processes of the given scope

# Executive summary

and delineating which ones will be handled by AI agents and which ones will be managed by humans, with the help of AI. The transformation of processes is essential, requiring a novel business process design focused on end-to-end customer experiences and process-as-a-service. Additionally, organizations must create strategies for managing and supporting teams that include both human colleagues and AI agents, ensuring seamless collaboration and enhancing human performance with Gen AI assistance.

**Deployment:** Implement the new vision for customer service through a structured deployment process, which includes deploying a modern cloud-based contact center as a service (CCaaS) solution and integrating it with the existing CRM system, data platform, and a suite of AI, Gen AI, and agentic AI assistants. Gradually deploy AI agents ensuring a seamless integration within existing systems, while building a solid data and AI foundation that safeguards data

security and privacy. Then, define a solution to orchestrate and coordinate the interactions between agents. Assess future human skills requirements and create a development framework to enhance job satisfaction and growth for human agents. Additionally, implement a comprehensive change management plan to educate employees about AI agents and their role in enhancing customer service and employee experience.

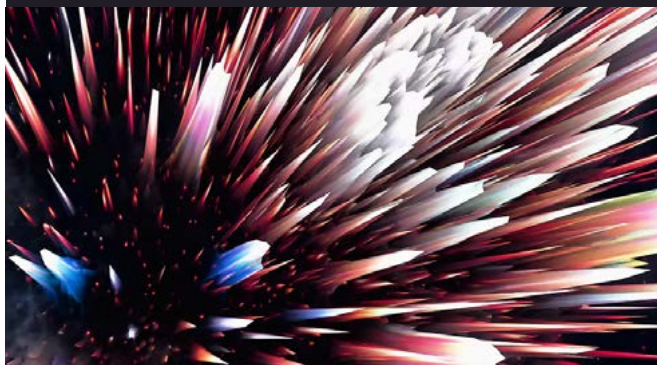
**Continuous improvement:** Continuously monitor and evaluate AI agents' performance and compliance and the overall system as deployment progresses. As humans and AI agents integrate, new KPIs and monitoring methods must be established, as traditional KPIs may not apply. A critical KPI is the accuracy of AI-generated responses, which must be high to ensure system effectiveness. Make necessary adjustments based on feedback and performance metrics, gradually scaling up AI deployment while ensuring a robust and secure data and AI foundation.



# Who should read this report and why?

The report will primarily benefit chief experience officers (CXOs), heads of customer service/customer care and heads of aftersales. It offers insight into upcoming shifts in customer service dynamics, including evolving customer expectations, and the impact of generative AI (Gen AI) and AI agents. The research seeks to understand how the customer service function can better meet the needs of customers through empowering customer service agents and yield top-line and bottom-line benefits. The report covers how organizations can better support and manage their human agents.

Given the need for a broader transformation that will impact other functions, this report will also benefit executives beyond customer service who are integral to this shift, and who stand to benefit from the transformation. As such, the report also targets chief executive officers (CEOs), heads of operations, heads of sales, chief marketing officers (CMOs), chief digital officers (CDOs), and chief information officers (CIOs). In addition, given the importance of agent experience and change management in the shift to a Gen AI-powered customer service model, the report also offers insights for chief human resource officers (CHROs).



01

**The importance of customer service cannot be overstated**

Customer service is not just customer support. It encompasses every interaction a customer has with an organization, direct or indirect. It's more than just resolving issues or handling complaints; it's about delivering a comprehensive customer experience (CX). In a crowded and competitive market, exceptional customer service can provide a significant edge.

#### **A critical touchpoint in the customer journey**

Excellent customer service creates a robust brand image and profile, makes customers feel valued and appreciated, and encourages brand advocacy and long-term loyalty, in addition to driving purchases. Our research shows that around or over half of consumers consider customer service to be a highly important factor in choice of brand or service provider (49%); deciding to continue using a product or service (54%); and shaping overall brand perception (58%). This is even more pronounced in the US and Nordics (Sweden, Norway), where 68% and 63%, respectively, consider customer service to be a crucial shaper of brand perception.



**“Companies that do not prioritize investing in customer service will struggle to compete in today’s market. Customers have more options than ever, and the deciding factor often isn’t the product or price – it’s the experience.”**

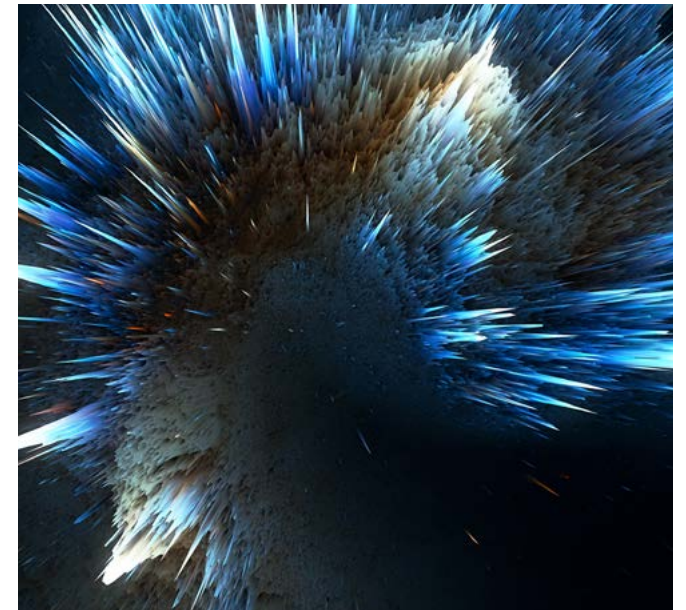
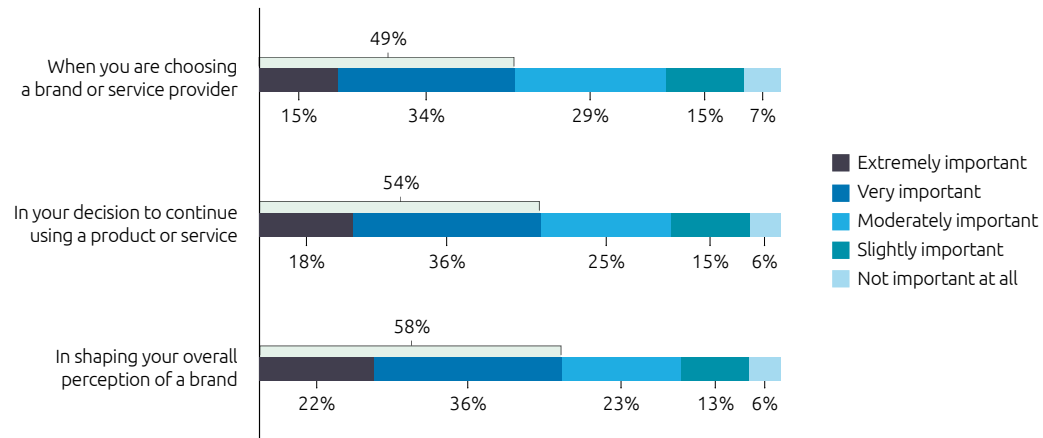
#### **Debora Mendola**

Regional Managing Director at Transcom,  
a global contact center operator

## Figure 1.

Customer service plays a crucial role in influencing customer decisions and perceptions

### How important is customer service in your decision-making process?



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

## Consumers are willing to pay for premium customer service

As many as 60 percent of consumers are willing to pay for premium customer service (e.g., priority access or accelerated issue resolution) for regular services such as banking, utilities, and telecom services. Consumers in the US and the Nordics indicate a higher propensity to pay for premium services (see Figure 2).

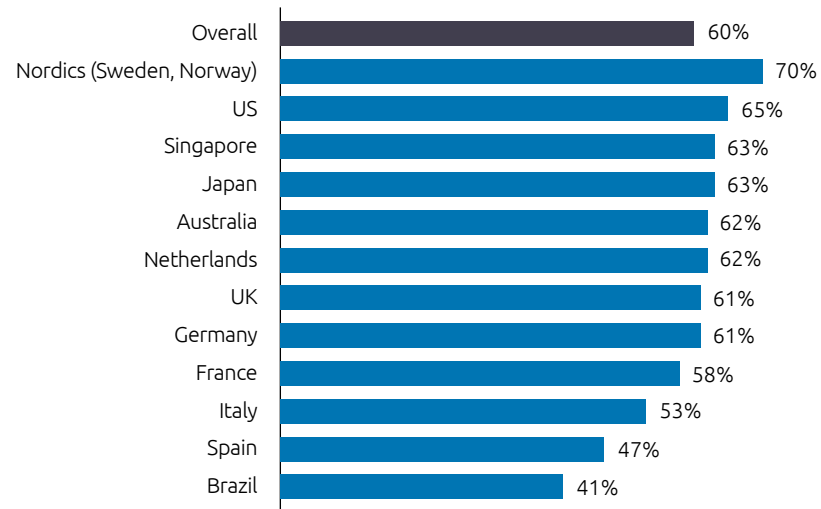
# 60%

of consumers are willing to pay for premium customer service

**Figure 2.**

Willingness to pay for premium customer service is higher in the US and Nordics

**For services that you use regularly would you be willing to pay for a premium quality of customer service?**  
*% of consumers who say they would be willing to pay*



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

## Exceptional customer service fosters positive relationships and drives growth

# 66%

of consumers in the 18–24 age group say they would leave a brand if customer service were poor

US writer and civil rights activist Maya Angelou said: “People will forget what you said and did but will never forget how you made them feel.”<sup>1</sup>

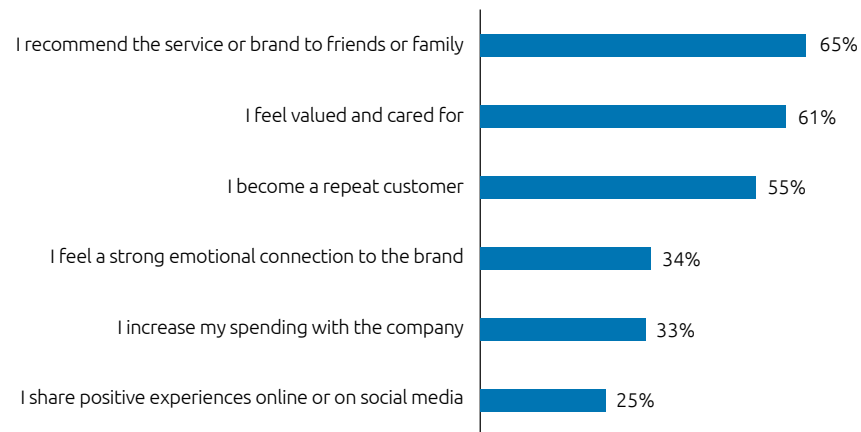
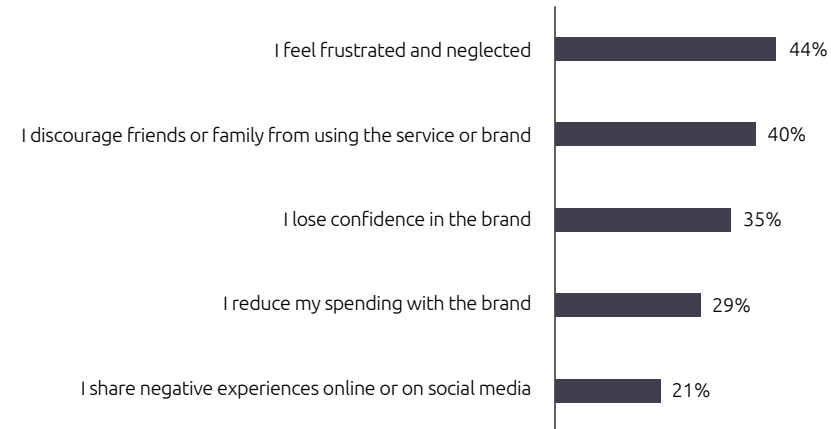
Excellent customer service resonates deeply with the consumers who have chosen your brand. It connects directly with customers on an emotional level, making them feel valued and understood. Exceptional customer service, then, acts as a powerful sales and marketing tool for brands, and can accelerate sales. When a consumer approaches an organization or brand with a request, incident, or issue, that organization can turn the interaction into a moment of truth to win the loyalty of the consumer. While this applies to private organizations, excellent customer service is equally crucial for government agencies. By delivering high-quality customer service, government agencies can help citizens save time, leading to higher productivity and overall public satisfaction, which in turn contributes to economic growth.

As many as 65% of customers say that, when they experience good customer service, they go on to recommend the brand to friends or family, while 55% become repeat customers. Conversely, poor customer service leaves 44% of consumers feeling frustrated and neglected, and 40% subsequently discourage friends or family from using the brand (see Figure 3). Further, 55% of consumers say they would leave a brand if customer service were poor, even if the product or service were good.

Our research shows that younger consumers tend to feel a stronger emotional connection to brands and are more likely to become repeat customers if they experience good customer service. However, they are also more inclined to share negative experiences, discourage others from using a brand and, ultimately, leave a brand if they experience poor customer service. Notably, 66% of consumers in the 18–24 age group say they would leave a brand if customer service were poor, compared with 43% in the 57+ age group (for more details, please refer to the Appendix).

**Figure 3.**

Customer service significantly impacts brand loyalty

**How does good customer service impact you?***% of consumers who selected the following***How does poor customer service impact you?***% of consumers who selected the following*

Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

## Organizations recognize the criticality of customer service

Jeff Bezos, Founder of Amazon, emphasized the importance of customer service by saying: “We see our customers as invited guests to a party, and we are the hosts. It’s our job every day to make every important aspect of the customer experience a little bit better.”<sup>2</sup> Today, organizations recognize the significance of customer service. Seven in ten executives believe that consumers would leave a brand if the customer service were poor, even if the product or service were good. More than half (54%) agree that exceptional customer service provides a strong competitive advantage. In consumer-facing sectors such as travel and hospitality, banking, and insurance, this percentage is above 60%.







**“AI offers an unparalleled opportunity to transform customer service by completely rethinking how brands interact with their customers. It is more than a technological shift; it enhances the experience for human agents, reshapes end-to-end processes, and seamlessly integrates the services provided by both human and AI agents to deliver an exceptional customer experience every day.”**

**Arnaud Bouchard**

Global Augmented Service Offer Lead,  
Capgemini

02

# Customer service: In need of an overhaul

## Across most sectors, customer satisfaction is low

Less than half of consumers surveyed (45%) report being either “satisfied” or “very satisfied” with customer service across various brands (22% are dissatisfied while 33% are neutral). As Figure 4 shows, while satisfaction levels are relatively high in insurance, at 53%, they are low across most industries, demanding urgent action.

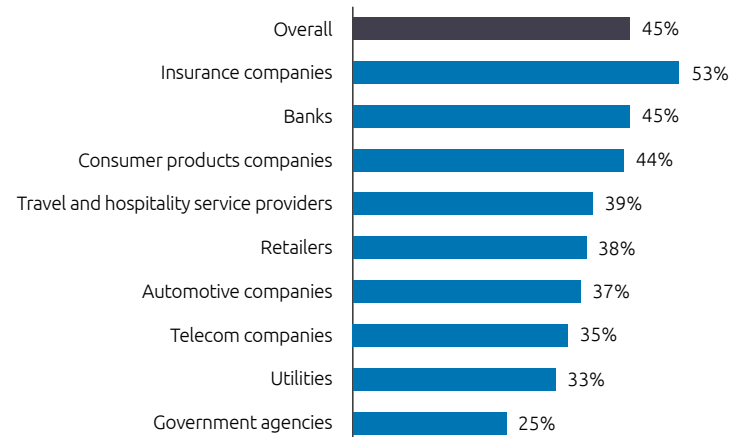
When we examine customer satisfaction across countries, consumers in the US, UK, and Australia report higher than average satisfaction levels. In contrast, those in Brazil, Italy, and Spain report the lowest levels of satisfaction (please see the Appendix for more details).

**Figure 4.**

Customer satisfaction is low across most industries

### How satisfied are you with the customer service provided by the following product or service providers?

*% of consumers who say they are satisfied or very satisfied*



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

## Consumers have unmet requirements and frustrations

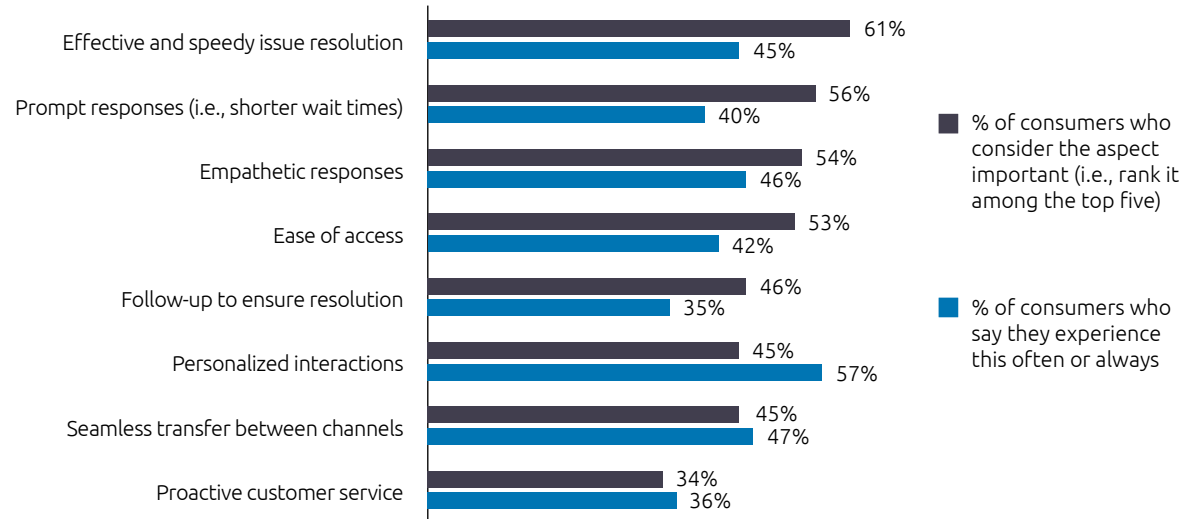
There is a noticeable gap between what consumers consider important in customer service and the service they receive. For example, 61% of consumers rank effective issue resolution among their top five priorities but only 45% report regularly receiving it. Similarly, 56% of consumers value a prompt response, yet only 40% report regularly receiving one. Improving response times and issue resolution would enhance customer satisfaction. The gap in follow-up is particularly noticeable, and is a missed opportunity in improving service. Consumers also have unmet needs in terms of ease of access to customer service and the empathy shown towards them (see Figure 5).

Older consumers (in the 57+ age group), in particular, experience significant unmet customer service needs in nearly every area (please refer to the Appendix for more details).

**Figure 5.**

In several areas, organizations are not meeting consumer expectations

### Which aspects of customer service are most important to you and how would you assess the customer service provided by brands/service providers with which you frequently engage?



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

Additionally, 54% of consumers surveyed rank rude or unprofessional representatives among their top five most frustrating aspects of customer service, followed by long wait times at 49%. Further, 46% of consumers are frustrated by unhelpful or unempathetic representatives. Other significant frustrations include the complexity of interactive voice response (IVR) options (42%), slow issue resolution (41%), and frequent call transfers (41%). So, there are many areas where customer service processes can be streamlined and improved (see Figure 6). Older consumers, in particular, struggle with finding customer service contact information, language barriers, and restricted service hours, while younger consumers express frustration with frequent call transfers and having to repeatedly explain their issues (please see the Appendix for more details).

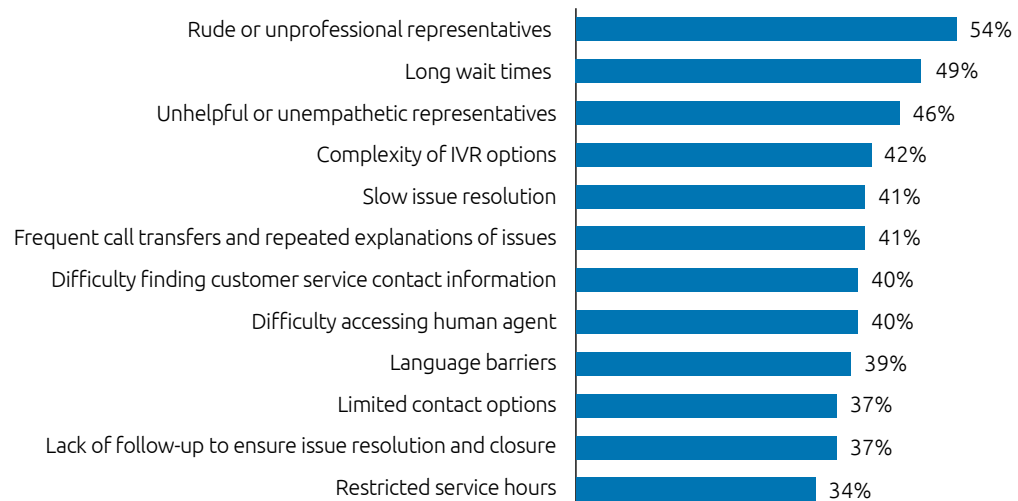
The top frustrations not only hinder effective relationships, but also directly influence how customers feel about a brand or organization.

**Figure 6.**

Consumer frustrations point to critical areas for improvement

### Which aspects of customer service do you most want to see improved?

■ % of consumers who rank the following among their top five most frustrating aspects of customer service that they would like to see improved



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

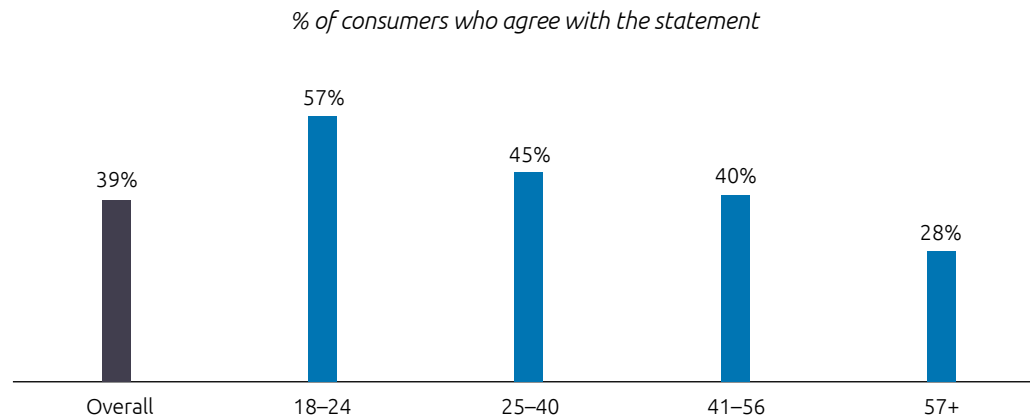
## Cumbersome customer service processes have led to unresolved issues and pent-up demand

The existing gaps and frustrations in customer service have resulted in significant pent-up demand. Four in ten (39%) consumers often choose to tolerate inconvenience or find their own solution, rather than put themselves through cumbersome customer service processes. When we say tolerate, we mean that they would rather live with products or services failing them than bother to contact customer service to address the issues. This tendency is more pronounced among younger consumers (see Figure 7), as there is an additional behavioral barrier of speaking to customer service agents or organizations. As highlighted previously, this has implications for brands as younger consumers are more likely to leave a brand if they do not find the customer service satisfactory. Further, on a regional or national level, the proportion is highest in the Nordics at 58%, while it is lower in Brazil at 30% (please see the Appendix for more details).

**Figure 7.**

Younger consumers are more inclined to avoid contacting customer service due to cumbersome processes

**I often choose to tolerate an issue (leave it unresolved) or find my own solutions because contacting customer service is too cumbersome**

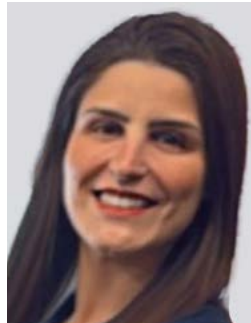


Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

## Customer service agents report notably low levels of job satisfaction

Customer service agents face significant challenges, as reflected by their low satisfaction levels across various aspects of their roles. High workload, poor rewards and recognition, lack of career growth opportunities, inadequate training and development support, and the nature of the work itself are some of the key factors that contribute toward dissatisfaction among customer service representatives.

Further, many organizations view their customer service staff merely as a cost, failing to recognize that these employees are the virtual face of the organization. Customer satisfaction and agent satisfaction are two sides of the same coin.



**“Customer satisfaction starts with happy agents. Companies must treat employees as partners, understanding their needs and challenges. When employees feel valued, they’re more likely to deliver exceptional service, reducing attrition and enhancing customer interactions.”**

**Aline Schwenk**  
Director at Amazon

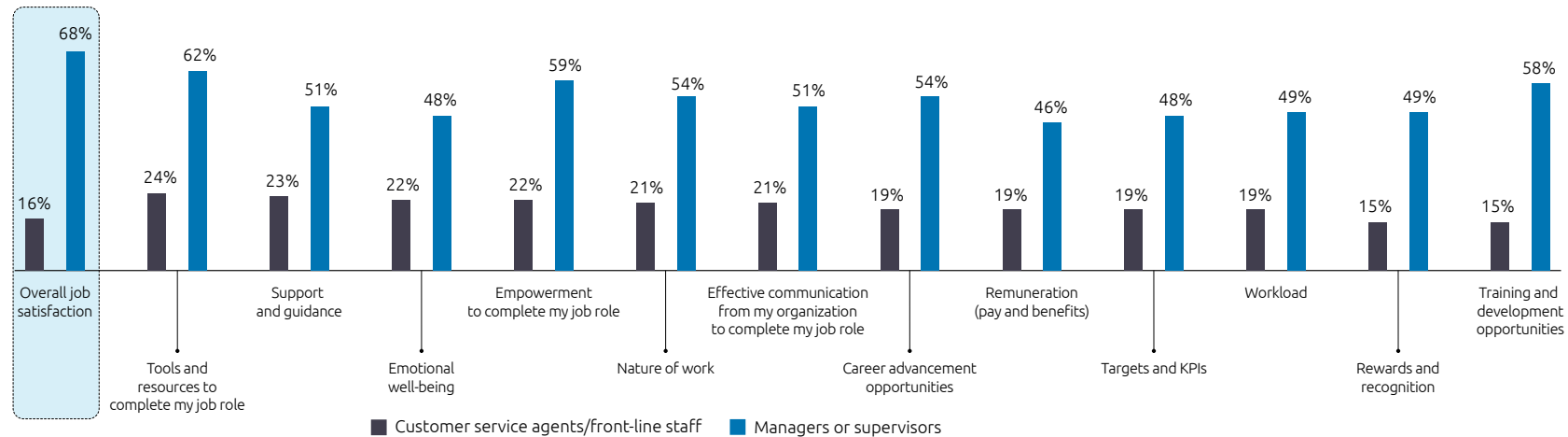
Our research also shows a significant disparity in job satisfaction between customer service agents and their managers or supervisors. Only 16% of agents surveyed say they are satisfied with their job overall, compared with 68% of managers and supervisors (see Figure 8). This raises the question: How can supervisors feel satisfied in their roles when their team members are so unsatisfied? We find that their objectives are often misaligned and, even when they are not, they are not properly tracked and rewarded. While supervisors are provided with the necessary tools to perform their tasks, agents are not. This gap is distinctly concerning.



**Figure 8.**

Only 16% of customer service agents are satisfied with their jobs, compared with 68% of managers or supervisors

**% of agents and supervisors who say they are satisfied or very satisfied with the following aspects of their work**



\*Agents: 16% satisfied or very satisfied, 44% dissatisfied or very dissatisfied, 40% neutral.

\*Managers or supervisors: 68% satisfied or very satisfied, 7% dissatisfied or very dissatisfied, 25% neutral.

Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 506 customer service agents and supervisors (N = 315 agents and N = 191 managers/supervisors).



## Customer service agents do not see themselves as customer advocates

While a significant 70% of customer service agents identify as brand representatives, despite their front-line role, only 28% identify as problem solvers. Further, less than half (45%) see themselves as customer advocates, indicating a potential lack of empathy and source of poor CX (see Figure 9).

Customers do not just care about getting their tickets resolved; they value empathy and the genuine commitment of the organization's representatives to address their issues. Customer service representatives should be able to foster genuine human connections, build trust with customers, and embody the role of customer advocates and allies.

### Less than half

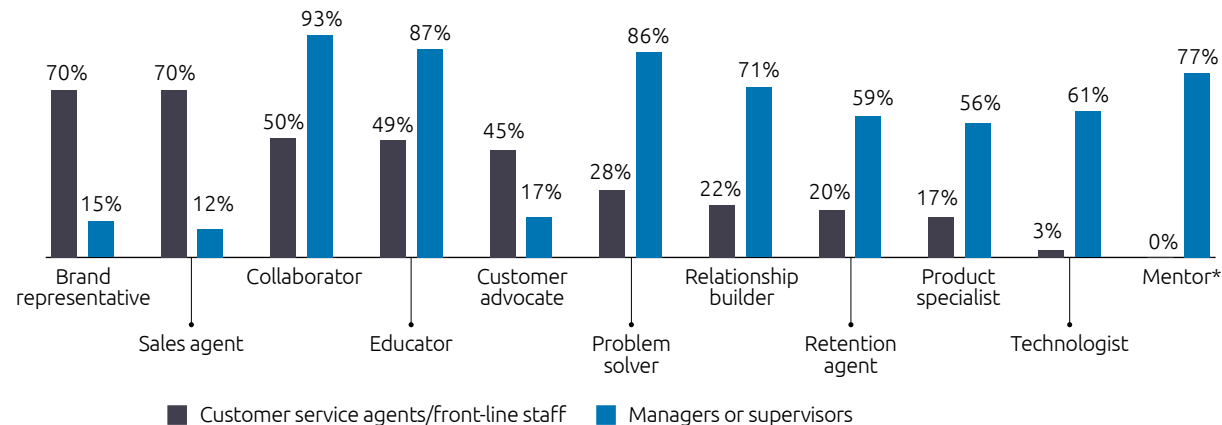
of customer service agents see themselves as customer advocates, indicating a potential lack of empathy and source of poor CX



**Figure 9.**

Less than half of customer service agents see themselves as customer advocates

### How strongly do you identify with the following roles (in addition to your role as a customer service agent or supervisor)?



Brand representative (embodying the organization's values and mission in customer interactions)

Sales agent (driving revenue through upsell and cross-sell opportunities)

Retention agent (focusing on customer loyalty and reducing churn by resolving issues and ensuring long-term satisfaction)

Problem solver (addressing and resolving customer issues efficiently and effectively)

Customer advocate (championing the customer's needs and ensuring their voice is heard within the organization)

Educator (providing customers with the information, guidance, and skills they need to use the organization's products or services effectively)

Relationship builder (creating long-term, positive relationships with customers by establishing trust and rapport)

Technologist (understanding and helping customers with technical aspects of products or services)

Product specialist (providing deep insights and expertise on specific products or services to guide customer decisions)

Collaborator (liaison between functions such as sales, operations, customer service)

Mentor\* (providing the required guidance and support to junior agents)

\*Only managers/supervisors surveyed.

Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 506 customer service agents and supervisors (N = 315 agents and N = 191 managers/supervisors).



**“Customer service is experiencing a transformative revolution. While Gen AI and agentic AI are driving this change, the true value extends far beyond technological advancements. Organizations can now deliver innovative services and personalized experiences, empowering both customers and agents in unprecedented ways.”**

**Alex Smith-Bingham**

Group CX Offer Lead, Capgemini

## Organizations are struggling with customer service issues

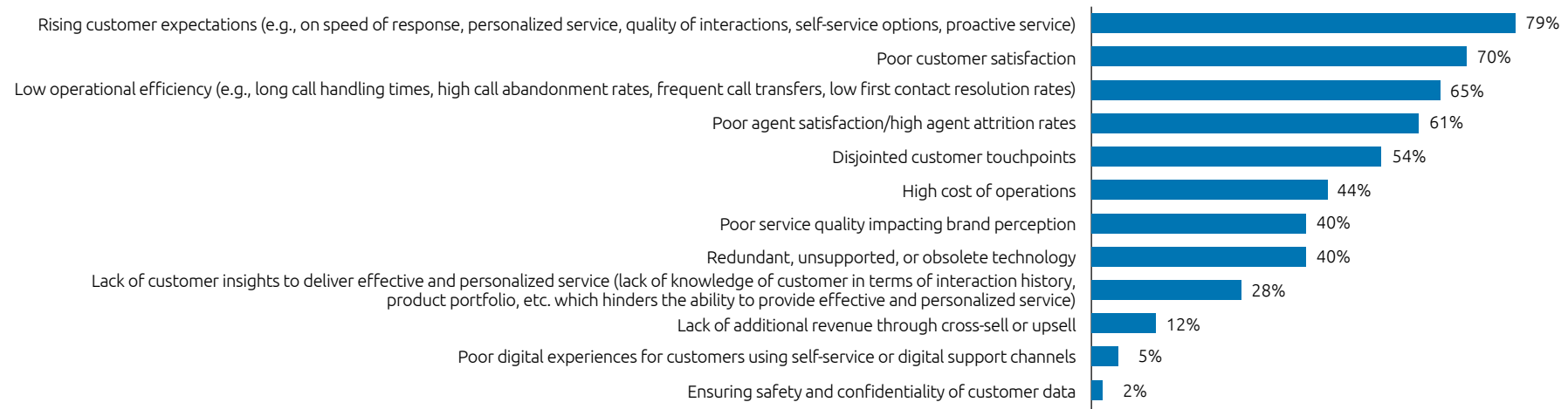
Customer service leaders are navigating a complex and challenging landscape, brought about by rising customer expectations, the proliferation of channels and touchpoints, and rapidly evolving technologies. Consequently, they are grappling with numerous issues such as long call-handling times, disjointed touchpoints, lack of customer insights, high costs, and high agent dissatisfaction and turnover (see Figure 10).

**Figure 10.**

Close to eight in ten organizations struggle to meet rising customer service expectations

**What are the critical issues that your organization's customer service function/department currently faces?**

*% of organizations who selected the following among the top five issues for their organization's customer service function*

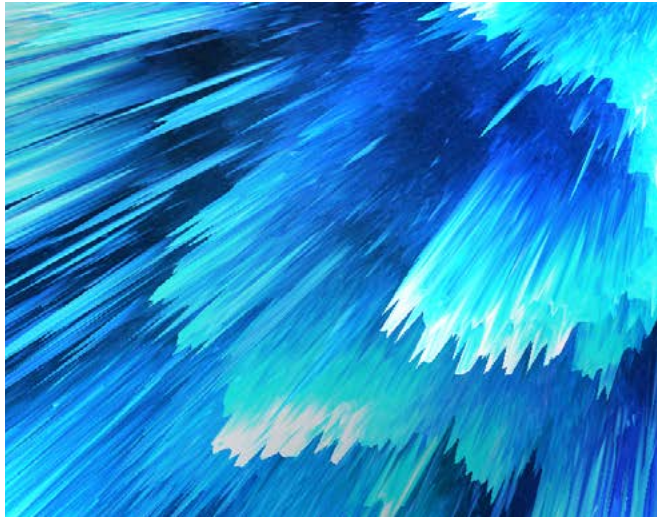


Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 1,002 executives.

Not only are organizations failing to meet basic service needs, but future expectations are also rising quickly. Further, most organizations are unprepared for emerging trends in customer service (see Figure 11). Executives do not consider the evolution of the customer service function from a cost center to a revenue generator as a

significant trend, which underscores their lack of ambition and possibly their underestimation of its potential to drive revenue. Organizations that succeed in transforming their customer service function will be those who understand and implement the necessary mindset shift to recognize it as a strategic function.

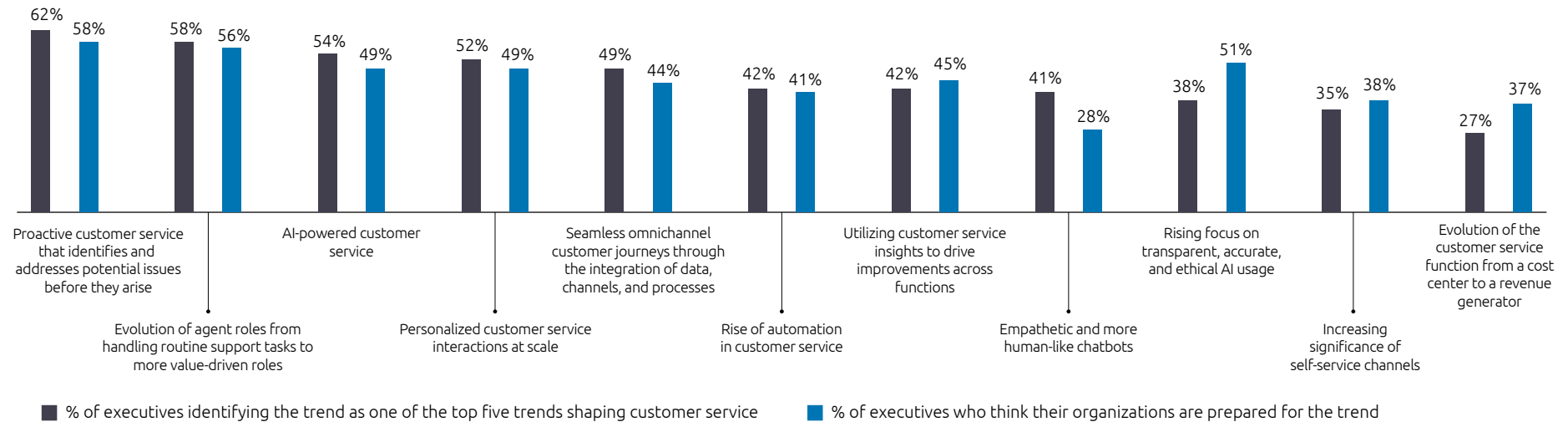
Lack of strategic outlook and recognition of customer service as a value driver, missing cultural alignment with agents, poor interdepartmental coordination, siloed systems, and lack of data and knowledge management are some of the key factors hindering progress. These issues are discussed in greater detail later in the report.



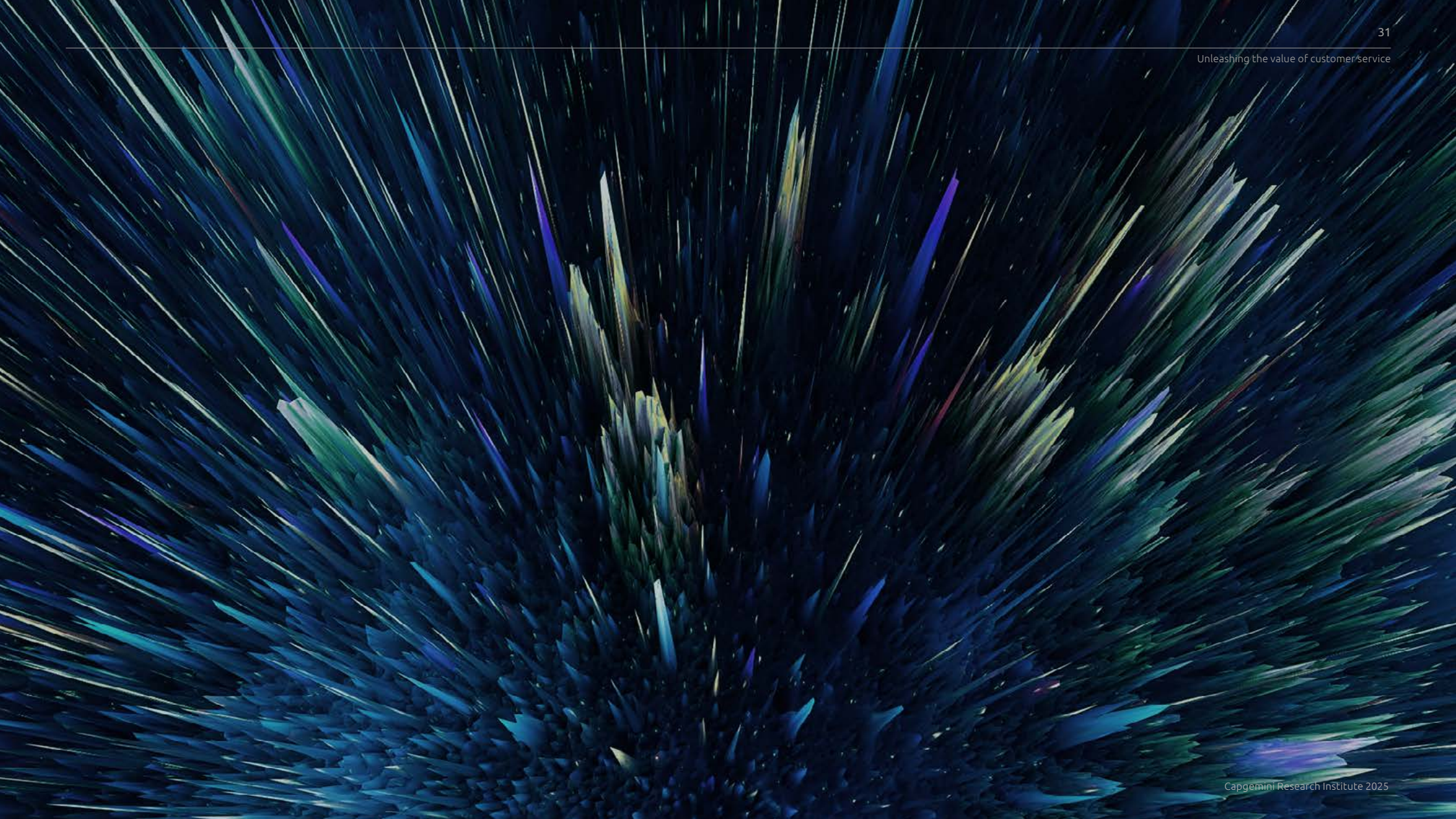
**Figure 11.**

The preparedness of organizations on most emerging trends is low

### Trends likely to shape the customer service function over the next three years, and organizational preparedness for these trends



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 1,002 executives.



In addition, customer service remains underused as a means of generating business insights. Only around half (53%) of organizations have integrated insights from customer service into the operations and decision-making processes of various departments/functions. However, those that have done so are experiencing improvements such as enhanced product development processes (67%), increased customer retention (63%), and improved brand reputation (61%) (see Figure 12).

# 67%

of organizations that have integrated customer service insights are experiencing improvements such as enhanced product development processes

## Insights generated by customer service can deliver strategic value to the entire business

Organizations that tap into customer service insights across various functions have realized numerous benefits, including improved product development processes, increased customer retention, enhanced brand reputation and trust, more effective marketing strategies, and the ability to deliver a seamless and consistent experience across touchpoints (see Figure 12).

Using these insights, organizations can tailor their interactions and services to meet customer expectations consistently. When all functions are aligned and informed by these insights, they can work together to provide a unified and coherent CX. For example, if customer service identifies a product issue based on customer interactions, this information can be shared with the product development team to address the problem in future updates. Similarly, marketing campaigns can highlight solutions to these issues, ensuring that messaging reflects customer expectations. This alignment helps create a seamless journey for customers, where they feel understood and valued at every touchpoint. As a result, customers perceive the brand as reliable and cohesive, fostering trust and enhancing brand image.





**Figure 12.**

Integrating customer service insights across functions and departments has brought numerous benefits

### How has your organization benefited from integrating customer service insights across functions/departments?



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 526 executives from organizations that have integrated customer service insights into the operations and decision-making processes of various departments/functions.

03

## Gen AI: Transforming customer service today

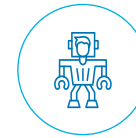
# Gen AI addresses key customer pain points while enhancing operational efficiency, productivity, and the overall agent experience

Gen AI is transforming customer service by boosting customer-facing self-service options and providing assistive capabilities for human customer service agents.



## Boosting self-service

In the realm of self-service, Gen AI powers automated assistants that understand and respond to customer queries, guide customers through troubleshooting processes, and provide personalized solutions based on contextual understanding. These assistants make self-service more accessible and satisfying for customers by being available 24/7, providing prompt responses to reduce waiting times, ensuring faster resolution of issues, and demonstrating empathy through personalized and context-aware interactions, including multilingual support.

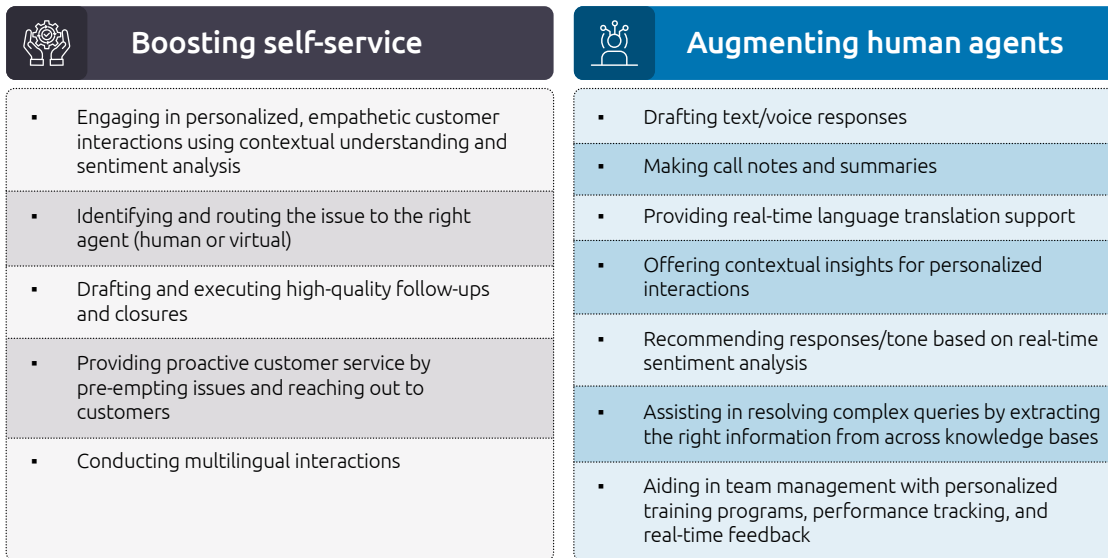


## Augmenting human agents

Gen AI enhances the capabilities of human agents by providing them with real-time assistance, augmenting creativity and insights. It analyzes customer interactions, suggests relevant responses, and offers recommendations based on historical data and customer profiles. This support enables human agents to handle enquiries more efficiently, resolve issues faster, and deliver a higher level of service. Additionally, AI can take over routine tasks, allowing human agents to focus on more complex and value-added interactions, ultimately improving overall productivity and customer satisfaction.

**Figure 13.**

Applications of Gen AI assistants in customer service are extensive



\*For details on the adoption levels of use cases, please refer to the Appendix.

Source: Capgemini Research Institute analysis.

Gen AI paves the way for an enhanced customer service model by addressing a host of issues discussed in the previous section and setting the stage for a larger transformation. Our survey shows that human agents, supervisors, and executives agree that, by harnessing Gen AI capabilities, organizations can significantly improve customer satisfaction, human agent productivity and experience, and operational efficiencies within the customer service function. In fact, 86% of organizations have already implemented Gen AI, initiated pilots, or started exploring its potential in their customer service functions (see Figure 14). At 53%, the automotive industry has the highest share of organizations that have implemented Gen AI in the customer service function, followed by the retail industry (44%). In the telecom sector this is lower, at 24%. Among countries, organizations in the Netherlands (54%) have the highest share, followed by Italy at 46%, while those in India have the least (23%). Please refer to the Appendix for more details.

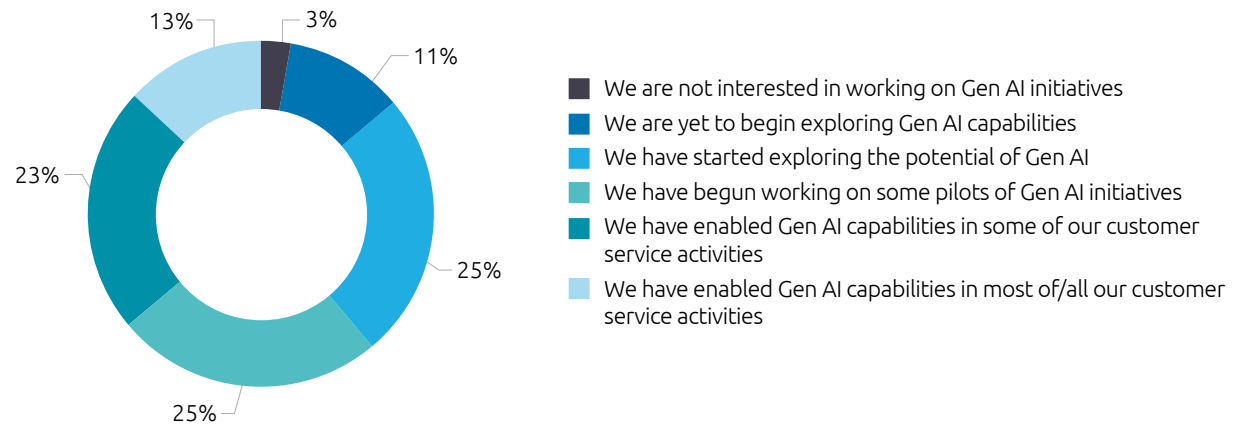
# 86%

of organizations have already implemented Gen AI, initiated pilots, or started exploring its potential in their customer service functions

**Figure 14.**

Most organizations are actively adopting or exploring Gen AI for their customer service activities

### How would you describe the maturity of Gen AI initiatives in your customer service function/department?



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 1,002 executives.

# Gen AI is improving customer satisfaction by addressing consumer concerns around speed and quality of issue resolution

# 50%

Reduction in average case wrap-up time realized by Eneco Mobility by using Gen AI



## Speed and quality

As noted previously, consumers have unmet needs and frustrations related to the speed and effectiveness of issue resolution, while nearly eight in 10 organizations are struggling to meet rising customer expectations around speed and quality of customer service. Gen AI empowers customers to resolve their issues quickly and efficiently on their own while equipping human agents with contextual awareness and the data they require to provide fast, effective solutions to customers.

Mala Anand, CVP Customer Experience & Success at Microsoft, says, “We are applying generative AI at scale with significant impact. We’ve achieved a 12–16% reduction in average case handling time, a 31% increase in first call resolution, and a 20% reduction in misrouted calls. Looking ahead, we expect that generative AI will accurately predict customer needs and behaviors, allowing companies to proactively address potential issues and offer solutions even before problems arise. This will elevate customer satisfaction and loyalty to new heights.”

Around three in ten (31%) organizations that are exploring/using Gen AI have already seen an improvement in response times and 33% have seen an improvement in first contact resolution rates. It is important to note here that a significant percentage of organizations are only at an exploratory or nascent stage of Gen AI implementation and hence have not yet seen such benefits. Implementing Gen AI use cases without adequate back-end data support hinders the ability to reap benefits at scale. For example, without access to 360-degree customer data, Gen AI tools cannot personalize interactions, offer the right products, or communicate appropriately with customers. Additionally, concerns about the reliability and accuracy of Gen AI tools and their outputs also hinder adoption and the realization of benefits.

But as organizations strengthen some of these foundations and the tools mature, a significantly larger percentage of organizations will adopt and benefit from Gen AI. For example, an additional 58% of organizations expect to see faster response times and 52% expect to see better first contact resolution rates in the future (see Figure 15).

- Eneco eMobility, an EV charging service provider, [uses Gen AI](#) to cut average case wrap-up time by nearly 50%. The Gen AI solution allows human agents to focus on engaging with customers, rather than on the tasks they previously had to manage while listening and responding.<sup>3</sup> Maarten van der Beek, Chief Technology Officer at Eneco eMobility, says, “[The case summary functionality helped us increase efficiency within the customer care team by reducing the average case wrap-up time by almost 50% while still increasing customer satisfaction rates. The agents can now focus on the customers rather than the tasks they used to do while listening and responding to them.](#)”<sup>4</sup>
- Klarna, a Swedish payments firm, has seen its average ticket resolution time fall from 11 minutes to less than two minutes by implementing a Gen AI-driven virtual assistant capable of handling a wide range of customer queries, including refunds, returns, and payment-related issues, as well as providing chat support in over 35 languages.<sup>5</sup>



### Empathy

Gen AI can also help build empathy and create a personal connection in conversations by gauging sentiments and analyzing context in real time, then tailoring responses accordingly. For example, wishing someone well in their new home when they call to change their address is a small gesture, easily achievable with Gen AI capabilities, yet it can significantly enhance CX. Additionally, Gen AI helps organizations understand and cater to the diverse needs of customers from different cultural backgrounds. This is particularly important for global brands in industries such as airport management, air travel, hotels, and tourism.



### Accessibility

Ease of access is a key expectation for consumers, with more than half considering it a critical aspect of good customer service. However, over one-third feel frustrated by the lack of accessibility, including service hours, language barriers, access to human agents, and limited contact options. Harnessing Gen AI, organizations can provide 24/7 availability across multiple channels and seamlessly involve human agents when needed.

Gen AI also plays a crucial role in promoting inclusiveness by expanding accessibility options. For example, nearly 1.3 billion people, or one in six worldwide, experience significant disabilities.<sup>6</sup> Text-to-voice and voice-to-text conversion, image recognition, multilingual and multi-channel support, adaptive interfaces, and proactive support are some ways in which Gen AI can bridge the accessibility gap.



### Personalization and proactiveness

By analyzing customer preferences, past interactions, and behavior patterns, Gen AI can provide personalized responses that address specific needs. Additionally, Gen AI can equip human agents with detailed customer history and context, such as previous enquiries and preferences, reducing the frustration of repeated explanations.

For example, a leading broadband company in the US implemented Gen AI for technical support amongst other things. The platform allowed customers' technical issues to be proactively identified and resolved, which resulted in improvement in CSAT scores by 12%.<sup>7</sup>

Our survey findings show that organizations expect their CSAT scores to increase by an average of 14% due to Gen AI usage.



**“Gen AI offers a huge opportunity for proactive customer service and support. Based on past interactions, behaviors and trends, Gen AI can anticipate what a specific customer might be looking for and make sure they get their questions answered before they maybe even have them.”**

#### **Bastian Brandt**

Area Vice President and Head of Cloud Sales,  
Germany & Austria, Salesforce

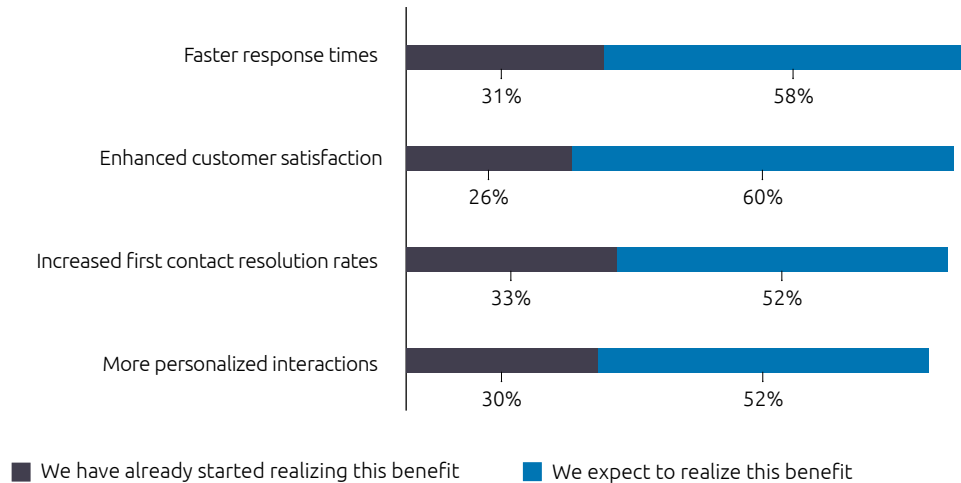


**Figure 15.**

Organizations are already seeing faster responses and increased first contact resolution rates from use of Gen AI

### Which of the following benefits do you expect to realize through the use of Gen AI in customer services?

*% of executives who selected the following*



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 861 executives from organizations that are exploring, piloting, or implementing Gen AI for customer service activities.

## Gen AI boosts operational efficiency and productivity

Gen AI can address the challenge of low operational efficiencies that more than 6 in 10 organizations are grappling with in their customer service function. By automating repetitive tasks, summarizing calls, translating them if necessary, extracting relevant information from multiple databases, suggesting the next best action or next best offer and drafting responses and follow-ups, Gen AI can significantly improve efficiency and productivity, and lower operating costs. Nick Clarke, a senior executive in the airline industry, says, “Generative AI can help companies understand customers faster, deeper, and at scale, which can not only lead to better service delivery, but also reduce the cost to serve.”

- BT Group equipped 300 customer service experts with AI-generated case summaries and automated resolution notes, significantly reducing the time for paperwork by as much as 55% for some complex cases.<sup>8</sup>
- Sony Electronics has deployed a Gen AI-enabled virtual agent as the first point of contact for all incoming queries. Initial results show that almost 16% of

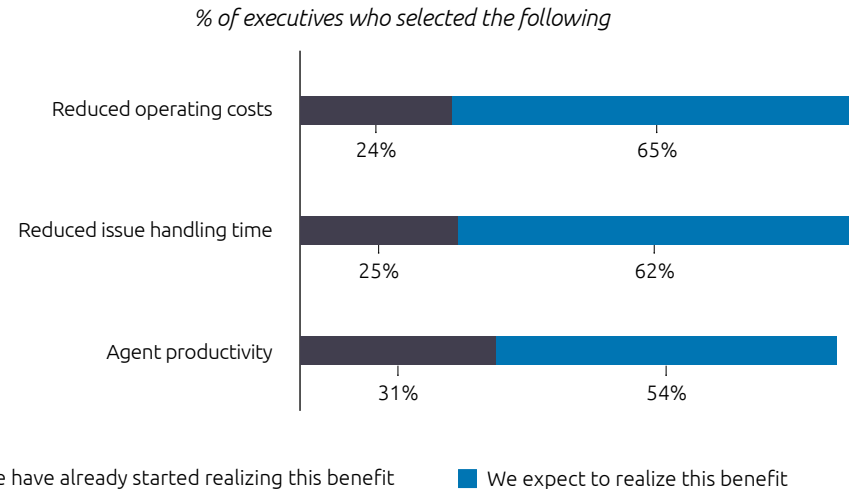
contacts were successfully contained by self-service options, which is likely associated with better customer outcomes due to better call workflows and streamlined customer feedback.<sup>9</sup>

- US-based car insurance organization Jerry deployed a Gen AI system for customer care in May 2023. By June 2023, the system was responding to 100% of inbound messages within 24 hours, up from 54% in April. Further, it responded to 96% of messages within 30 seconds. The organization expected a 400% ROI and \$4 million in annualized savings by end-2023.<sup>10</sup>
- Klarna's Gen-AI driven virtual assistant saves time and reduces repeat queries by 25%, and Klarna projected an increase in profit margin of \$40 million in 2024. Sebastian Siemiatkowski, co-founder and CEO of Klarna, says: [“This AI breakthrough in customer interaction means superior experiences for our customers at better prices, more interesting challenges for our employees, and better returns for our investors.”](#)<sup>11</sup> Our survey findings show that organizations expect a 12% reduction in operating costs and nearly 18% increase in agent productivity on average through Gen AI usage.

**Figure 16.**

Executives agree that Gen AI has improved efficiency

**Which of the following benefits do you expect to realize through the use of Gen AI in customer service activities?**



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 861 executives from organizations that are exploring, piloting, or implementing Gen AI for customer service activities.

## Gen AI is enhancing the human agent experience

The majority (73%) of customer service agents surveyed report that Gen AI has reduced the time they spend on mundane tasks such as follow-up contact and note-taking. The freed-up time can be allocated to more fulfilling and higher-value-adding work. Further, 70% have experienced a reduction in their overall workload with Gen AI, raising quality of output and improving the human agent experience.

# 73%

of customer service agents report that Gen AI has reduced the time they spend on mundane tasks such as follow-up contact and note-taking

The examples below illustrate the impact of Gen AI on human agent experience, roles, and output:

- United Airlines' Gen AI platform, Mars, integrates data from diverse sources (such as weather systems and crew schedules) to streamline processes and free staff from repetitive tasks, allowing them to focus on complex operational challenges.<sup>12</sup>
- Comcast's Ask Me Anything (AMA) feature acts as an enhancement of their agent-facing customer service interface. This feature allows human agents to query a large language model (LLM) in real time during customer conversations, providing accurate responses and reducing the need for context switching. Agents who used the feature gave positive feedback 80% of the time, indicating the feature's effectiveness in improving agent experience.<sup>13</sup>
- Australian telecom organization Telstra rolled out a Gen AI tool, Ask Telstra, to help its human agents find answers and summarize customers' recent history in seconds. More than eight in ten (84%) agents said it positively impacted customer interactions and 90% said they were more effective and encountered 20% less follow-up on calls.<sup>14</sup>

- US razor-blade subscription service, Dollar Shave Club's chatbot is deployed with the intention of liberating support staff and allowing them to have more engaged, meaningful, and consultative conversations. Trent Hoerman, Senior Program Manager, says: "We wanted to deflect these kinds of tickets and have more meaningful, consultative conversations with our members and Answer Bot has been the answer."<sup>15</sup>

Gen AI can also assist in matching and routing service requests or calls to the right human agent. For example, if a customer is angry about a delayed delivery, Gen AI can use sentiment analysis to detect the anger in the customer's message and direct the query to an agent with a high success rate in managing delivery-related complaints and calming frustrated customers.

As Figure 17 shows, organizations expect Gen AI to enrich agent roles. Human agents, supervisors, and executives agree that it will help them engage in more impactful customer interactions. Human agents and supervisors also see themselves growing into new roles specializing in validating AI output, AI-human collaboration and managing hybrid human-AI teams.

However, the gap between executives seeing agents taking on more value-adding responsibilities, and where agents see their role going, is significant. Addressing this can increase adoption for change, aspiration of their roles, and the value that agents can deliver to an enterprise. Failing to address this will impact deployment of new capability and drive fear of job replacement.

# 82%

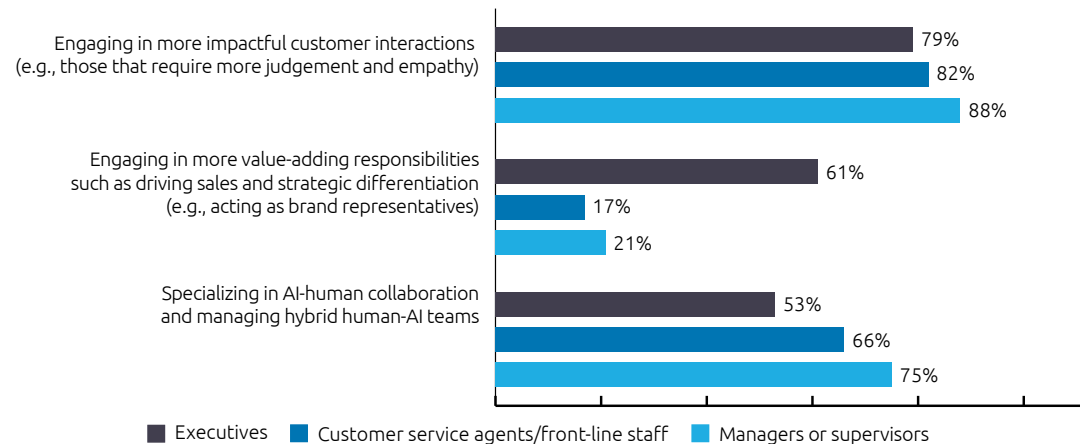
of customer service agents say that Gen AI will enrich their roles by enabling them to engage in more impactful customer interactions

**Figure 17.**

Gen AI will enrich customer service agent roles by enabling evolved customer interactions

### What could be the role of customer service/contact center agents in a world where there is less demand for their traditional services?\*

*% of executives and agents (including supervisors) who agree with the following*



\*Human agents and supervisors were asked the following question: "Where do you see opportunities to grow as generative AI in customer service becomes more common?"

Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 1,002 executives and 506 customer service agents and supervisors (N = 315 agents and N = 191 managers/supervisors).

# Gen AI driven insights can add value across functions



## Product development

Gen AI can aggregate qualitative insights about the product/brand, such as customer likes, dislikes, issues, and preferences related to service needs. This enables organizations to improve and add new features that align with customer needs. It can also help design and deliver better service propositions (e.g., delivery and support options) according to customer requirements.

# 50%

of organizations are ready for AI/Gen AI-powered customer service



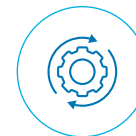
## Sales and marketing

Gen AI can lead to better sales and marketing outcomes, such as improved outreach and enhanced profitability, by identifying the right upsell and cross-sell opportunities. For example, using sentiment analysis, past purchase history, and probability of purchase analysis, Gen AI can suggest the best recommendations, including how and when to present them. Marketing teams can design targeted campaigns, personalize content, and develop more effective communication strategies based on insights into consumer preferences and behavior.



## Training and development

Gen AI can analyze customer service representatives' interactions to identify areas for improvement and suggest training programs to bridge those gaps.



## Operations

Gen AI can identify inefficiencies in customer service interactions, such as frequent call transfers, call drops, escalations, and long hold times. Based on these insights, operations teams can streamline processes, improve resource allocation, and optimize call routing.

04

# Agentic AI: Shaping the future of customer service

## The future of customer service will be redefined by a step change in efficiency and personalization

In 2024, organizations focused on experimenting with Gen AI assistants to augment human agents and power self-service. In 2025, Gen AI is evolving from copilots that handle isolated tasks to autonomous AI agents capable of independently handling end-to-end tasks and collaborating as multi-agent systems. Our recent Gen AI research revealed that 82% of organizations plan to integrate AI agents in the next 1–3 years.<sup>16</sup>

Agentic AI represents a shift that will redefine customer service. As agentic AI systems scale, they will become

more specialized and autonomous, handling tasks independently. The role of human agents will evolve to provide more personalized and value-adding customer experience (CX) or navigate more discretion-based decisions enhancing the agentic AI's perception, reasoning and action. Consequently, the traditional customer service function will evolve into a CX center, operated by hybrid teams of human and AI agents (see Figure 18). As many as 64% of organizations in our recent Gen AI research agree that AI agents will significantly improve customer service.<sup>17</sup>

# 82%

of organizations plan to integrate AI agents in the next 1–3 years



**“With agentic AI, we see an order of magnitude improvement in the speed and ability to resolve customer issues. AI agents can manage many seemingly complex and human-heavy business processes, as these processes follow clear rules. AI agents excel at applying these predefined rules to automate tasks. And as a result, what we've discussed for a while in customer service is becoming a reality: human agents can now focus on more complex issues with higher value, while simpler ones are handled through automation, providing faster resolution for customers.”**

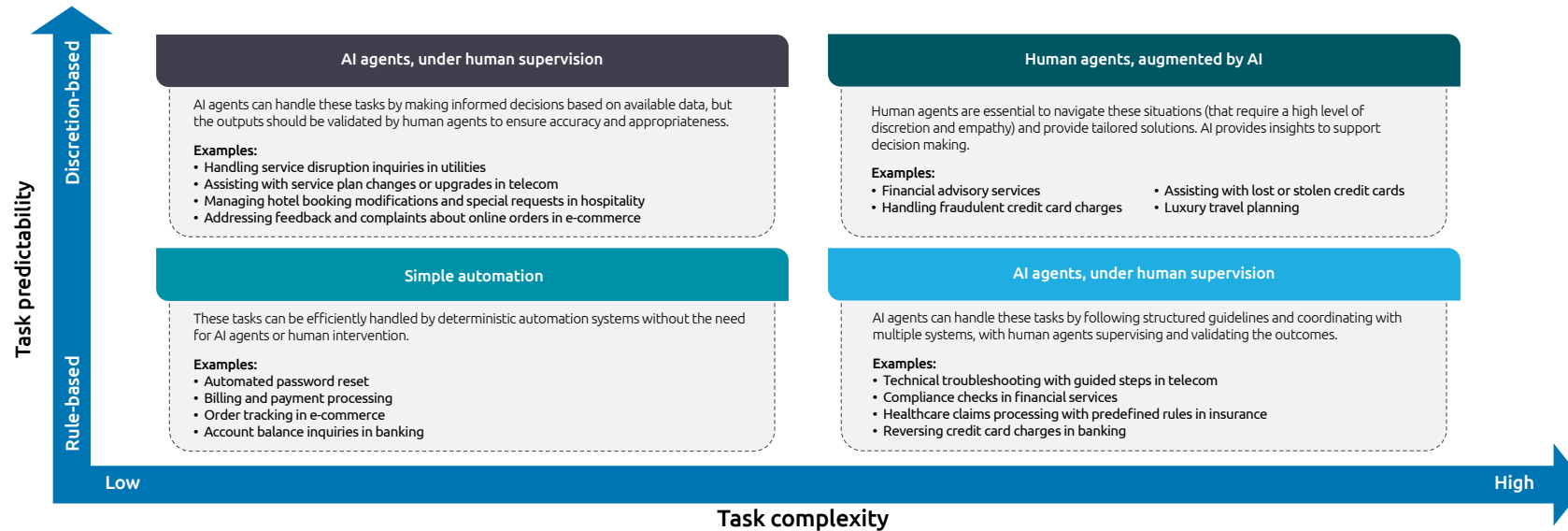
**Terence Chesire**

VP Outbound Product Management, CRM  
and Industry Workflows at ServiceNow



**Figure 18.**

The future of customer service will feature hybrid human-AI teams



Source: Capgemini Research Institute analysis.



**“AI will move beyond simple, repeatable tasks to handle more complex scenarios. AI will excel in diagnosing and troubleshooting complex patterns by analyzing broad data sets and customer service insights. It will identify clear diagnostic issues and take initial actions, while flagging areas with lower confidence for human intervention. Humans can then, either on their own or in collaboration with other agents, take the right decision and action.”**

**Daniel Pickworth**

General Manager, Technical Strategy and Innovation at Microsoft

## What is agentic AI?

An AI agent is a reasoning engine that perceives, reasons and acts to achieve a goal. It has the following key characteristics:



**Autonomous**

It makes decisions and takes actions independently, without constant human input. It analyzes information, applies logic, plans the best course of action, and executes tasks via API calls, system integrations, or in-app workflows.



**Goal-oriented**

It is designed to achieve specific outcomes, not just execute fixed tasks.



**Adaptive**

It improves over time using machine learning or past experiences.



### Context-aware

It uses relevant enterprise, user, or external data to make informed decisions and take actions.



### Proactive and reactive

It responds to conversations, reacts to its environment (sensors, APIs, user input), and anticipates future needs.



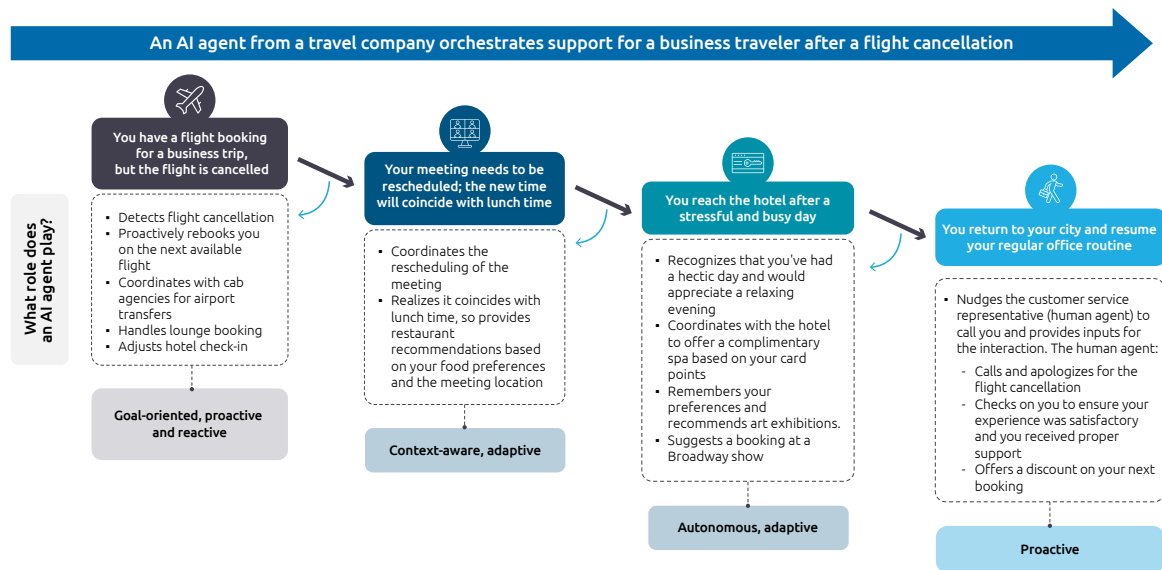
### Language-aware

It utilizes generative AI language models for advanced reasoning, language understanding, and generation.

Figure 19 illustrates an example of how agentic AI can work in a customer support situation. Rather than just following predefined workflows, the AI agent analyzed the entire situation and orchestrated solutions. It identified the next steps to ensure customer loyalty, including triggering a personal interaction with a human agent. Throughout this process, it also updated the AI system's knowledge base to enhance future customer service interactions.

**Figure 19.**

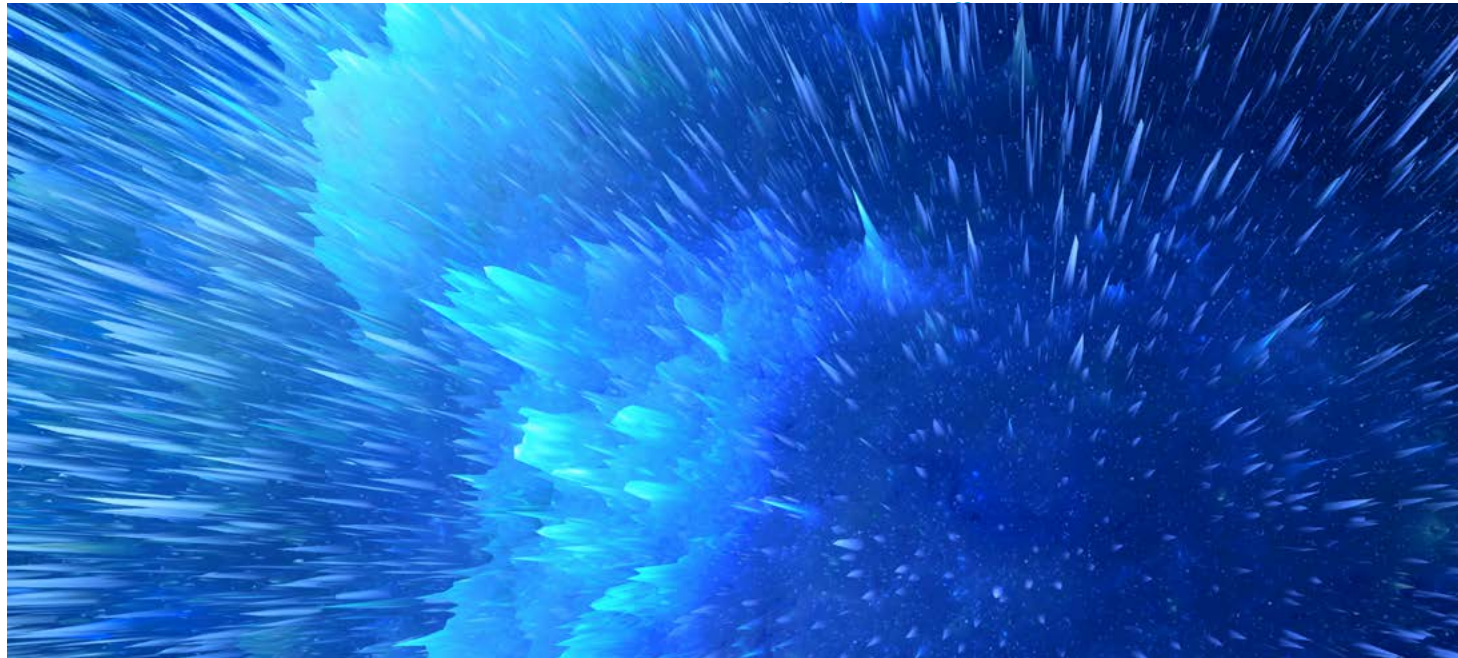
Scenario illustrating the potential of agentic AI in customer support



Source: Capgemini Research Institute analysis.

Unlike traditional Gen AI systems that generate a single output based on a given prompt, agentic workflows use an iterative, interactive approach to case or query resolution, where the AI agent is empowered to engage in a more dynamic and self-reflective process. This contrasts with the traditional "non-agentic" approach, where AI models are simply prompted to generate outputs in a single pass. Like humans, AI agents are also capable of working together, sharing goals and making collective decisions to tackle tasks more effectively (as seen in multi-agent systems).

Antony Passemard, Director, Product Management, Applied AI, Customer Experience at Google, comments on what differentiates agentic AI: "Agentic systems are a major disruptor in customer service. Unlike traditional systems where interactions were turn-based, meaning an agent would speak, and then the customer would respond, agentic AI allows for live conversations, making interactions fluid and natural." However, he cautions, "AI agents require a more sophisticated control and evaluation mechanism. Monitoring their behavior, evaluating their performance, and refining them to

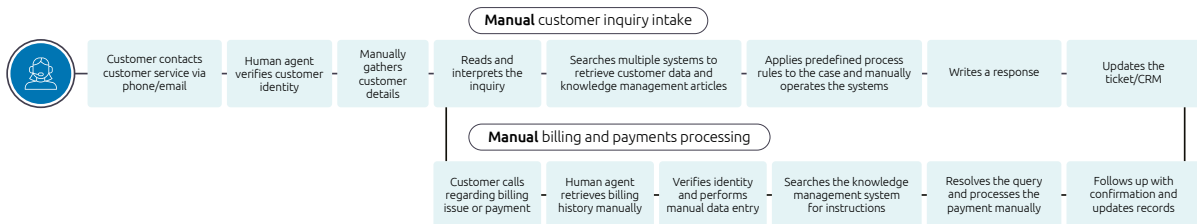


The figure below shows how the introduction of agentic AI could enhance the efficiency of a customer service workflow today.

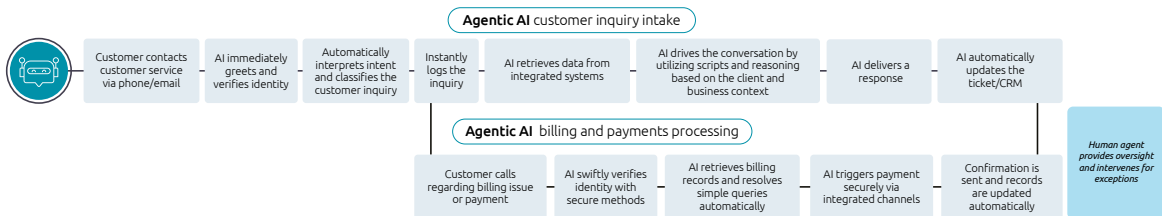
### Figure 20.

Example of how agentic AI could work in the customer service function today

**Before introduction of agentic AI** (how a human agent handles an issue)



**After introduction of agentic AI** (how an AI agent handles an issue)



Source: Capgemini Research Institute analysis.



**“Agentic systems are a major disruptor in customer service. Unlike traditional systems where interactions were turn-based, meaning an agent would speak, and then the customer would respond, agentic AI allows for live conversations, making interactions fluid and natural. However, AI agents require a more sophisticated control and evaluation mechanism. Monitoring their behavior, evaluating their performance, and refining them to ensure they do not go off track is crucial.”**

**Antony Passemard**

Director, Product Management, Applied AI,  
Customer Experience at Google

While agentic AI is still in its early stages, here are some real-life examples of how agentic AI systems are being used currently in customer service:

- TrueLayer, a fintech pioneer in the UK and EU, has deployed Ema, an AI agent to transform their customer support capabilities. This has enabled their customer support team to focus on the most complex support cases while automating the rest. Within just a few weeks of training, Ema was able to resolve over 82% of cases. In addition, Ema autonomously bridges her technical knowledge gaps. She also accurately identifies which tickets should be handed over to human agents and proactively assists them in resolving those tickets faster. This seamless handover to customer service representatives is a critical feature that traditional chatbots lack.<sup>18</sup>
- Dutch bank ABN Amro has implemented a customer-facing AI chatbot agent named “Anna,” that operates across both text and voice channels. Anna supports over 2 million text and 1.5 million voice conversations on a variety of topics such as unblocking a debit card, changing ATM withdrawal limits, and navigating digital banking services. The agent has consistently delivered high customer satisfaction and reduced drop-off and transfer rates. Additionally, the bank experienced a 7% increase in intent recognition accuracy, leading to more effective customer interactions.<sup>19</sup>

## Gen AI and agentic AI's transformative potential can reset the “north star” for customer service

Our survey highlights the evolving strategic importance of customer service in enhancing brand perception, driving insights, and fostering customer loyalty. Currently, 61% of executives view customer service as primarily a support function, but this is expected to drop to just 22% within three years. Meanwhile, customer service as a driver of brand perception is projected to rise from 33% to 55% (see Figure 21).

Gen AI and agentic AI can enable this transformation and elevate customer service from a support function to a strategic value driver. By boosting productivity and efficiency, Gen AI and agentic AI streamline core customer service operations, freeing up valuable resources. Organizations can redeploy skilled, experienced staff

to value-adding activities such as premium support and proactive sales, utilizing the freed-up capacity to explore new monetization opportunities. Further, Gen AI empowers agents to build deeper connections with customers by delivering personalized, engaging interactions. This will further strengthen the function's role in shaping brand perception, fostering customer loyalty and retention, and driving revenue.

Terence Chesire from ServiceNow says, “[Visionary customer service leaders can leverage Gen AI to free up capacity and demonstrate gains, enabling them to engage in strategic conversations about driving value with customer service.](#)”

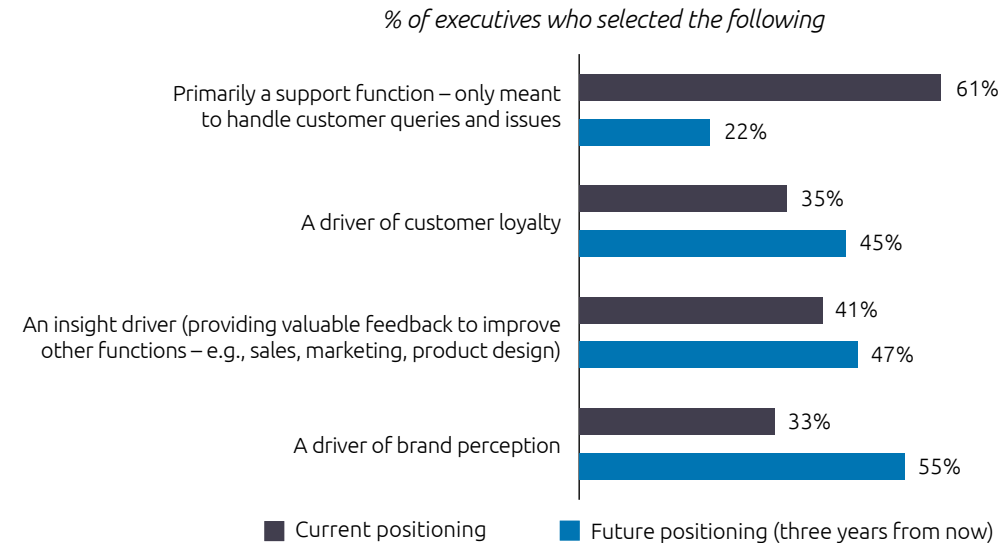
# 82%

Share of cases resolved by Ema, an AI agent deployed by TrueLayer, a fintech firm

**Figure 21.**

The customer service function is evolving into a value driver

### What is the current strategic positioning of your customer service function and your organization's ambition for its future positioning?



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 1,002 executives.

## Less than half of organizations are prepared for AI-powered customer service

Organizational preparedness for AI and Gen AI-powered customer service is lacking, with only 49% of respondents agreeing that their organizations are ready for this transformation. Even this appears optimistic, as the necessary foundations for implementing Gen AI and agentic AI at scale are not yet in place. It cannot succeed with just a “lift and shift” approach as it’s not only about answering queries quickly. Vincent Lascoux, Chief Customer Success Officer at Odigo, a cloud-based contact center as a service (CCaaS) provider, comments, [“To fully utilize Gen AI, you need to manage operations around it well. For example, supervisors should use feedback in real time and customize interactions. Further, organizations should be able to extract relevant insights from Gen AI and put them to strategic use across departments.”](#) Similarly, agents should be able to see an elevated experience with Gen AI. Only when Gen AI is



used in such a holistic way will it deliver benefits at scale; otherwise, organizations would only be scratching the surface.

Key obstacles include: First, a lack of quality enterprise data necessary for successful customization of Gen AI, coupled with weak data foundations, governance, management platform. Second, organizations often fail to address privacy and security imperatives early in the project, neglecting to design guardrails to ensure compliance with regulations. Third, the transformation of the enterprise operating model is often lacking, particularly the processes needed to continuously update AI solutions, and the organizational transformation, change management and upskilling. Organizations must address these issues before they can make progress. For a more detailed discussion, please refer to the section on *“Reimagining the future of customer service.”*

Trust in technology and cost are also significant barriers to adoption. Vincent Lascoux from Odigo says, *“Scaling AI solutions from proof of concept to industrial-level implementation is challenging due to the need for reliability and stability. The quality of AI-generated interactions and the security and protection of data are significant concerns for clients adopting Gen AI/AI technologies. As costs come down and ROI becomes clear, it will lend more stability to the decisions around implementing Gen AI and thus encourage adoption at scale.”*



**“Scaling AI solutions from proof of concept to industrial-level implementation is challenging due to the need for reliability and stability. The quality of AI-generated interactions and the security and protection of data are significant concerns for clients adopting Gen AI/AI technologies. As costs come down and ROI becomes clear, it will lend more stability to the decisions around implementing Gen AI and thus encourage adoption at scale.”**

**Vincent Lascoux**  
Chief Customer Success  
Officer, Odigo

### The future of customer service will require a complementary mix of human and virtual agents

Given the unique strengths of both human and virtual agents, the future customer service function will be a complementary mix of both, augmented by Gen AI.

Debora Mendola from Transcom says, "While AI and technology solutions play a crucial role in enhancing efficiency and personalization, they are not a standalone solution. The human touch remains irreplaceable when it comes to building meaningful connections and understanding nuanced customer needs. True differentiation comes from blending cutting-edge technology with empathetic, human-driven service to foster long-term loyalty."

### While the preference for chatbots has increased, phone support remains crucial

Consumer preference for digital and self-service channels such as chatbots/live chat and messaging services has grown in the past few years, but phone support remains the top choice overall for accessing customer support (see Figure 22).

### The quality of chatbots has improved over the past few years

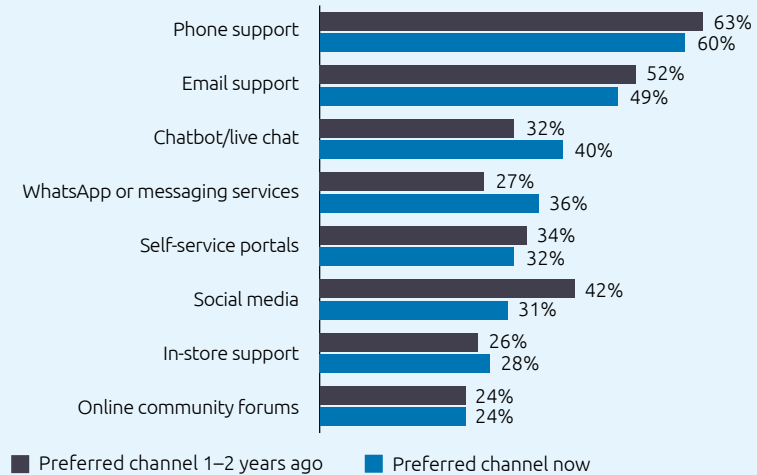
Consumers feel that chatbots have improved in quality, reliability, and accuracy over the past two years, with notable advancements in understanding context, human emotion, and responding with empathy (see Figure 23).

**Figure 22.**

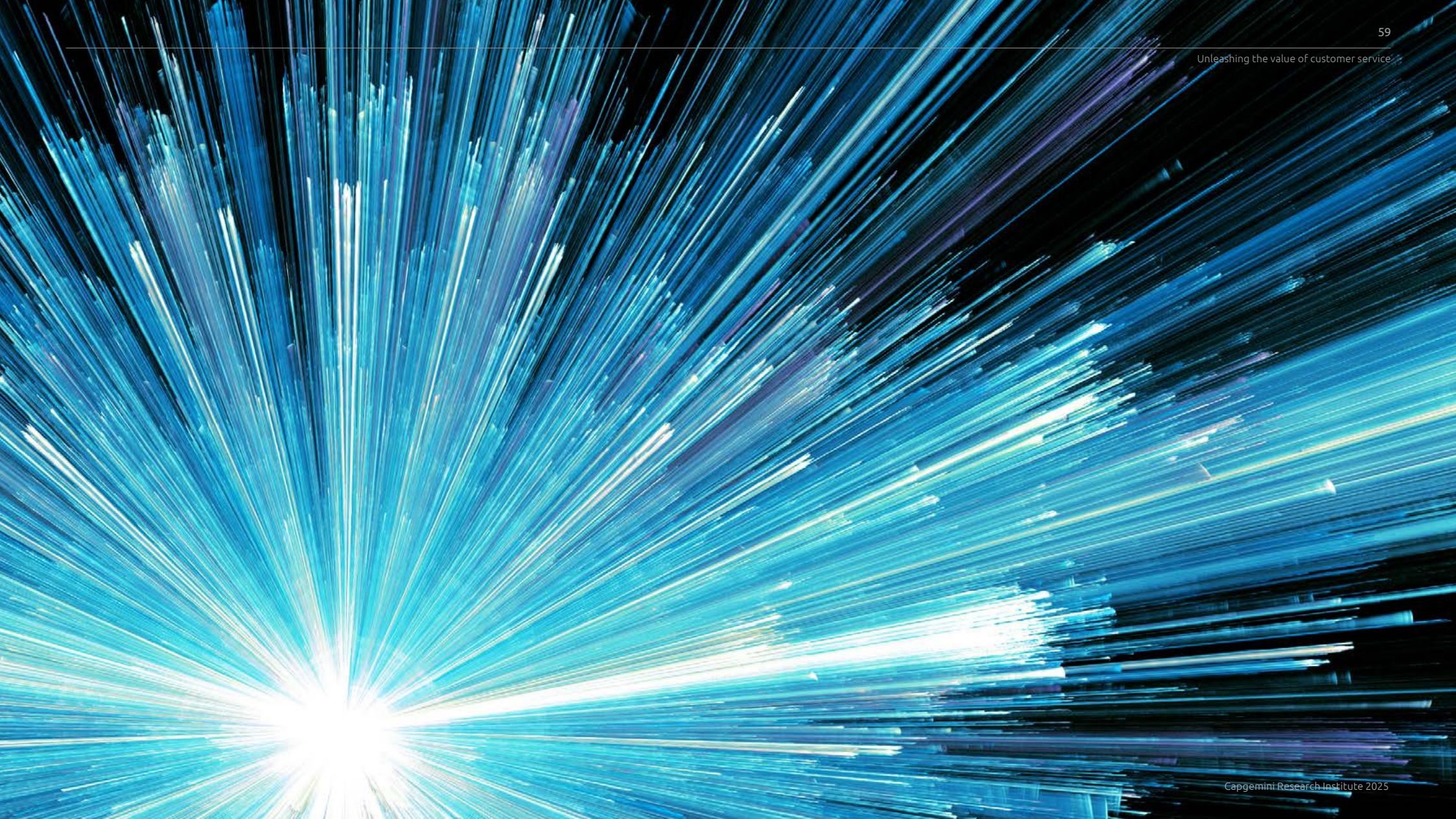
Phone, email, and chatbot/live chat are the top three preferred channels for customer support

#### Preferred channels for accessing customer service

*% of consumers who select the following channels among their top three choices*



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

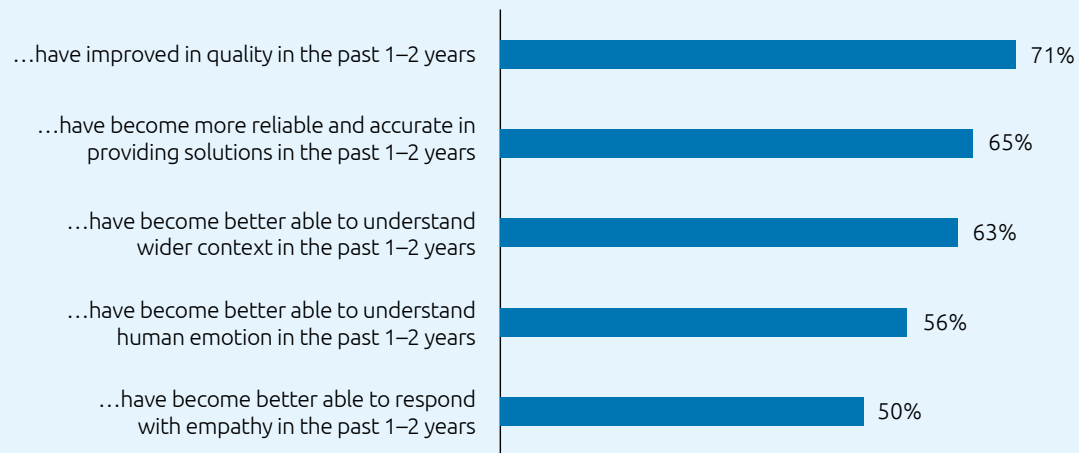


**Figure 23.**

Over seven in ten (71%) consumers feel that chatbots have improved in quality in the past one to two years

**I feel that customer service chatbots...**

*% of consumers who agree with the statements*



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 7,764 consumers who have used customer service chatbots.

**A balanced approach with human and virtual agents is essential to meet customer expectations**

Depending on the situation and requirements, consumers may prefer either human or virtual agents. Consumers prefer human agents for skills such as empathy and creative problem-solving, while virtual agents are valued for speed and convenience (see Figure 24).

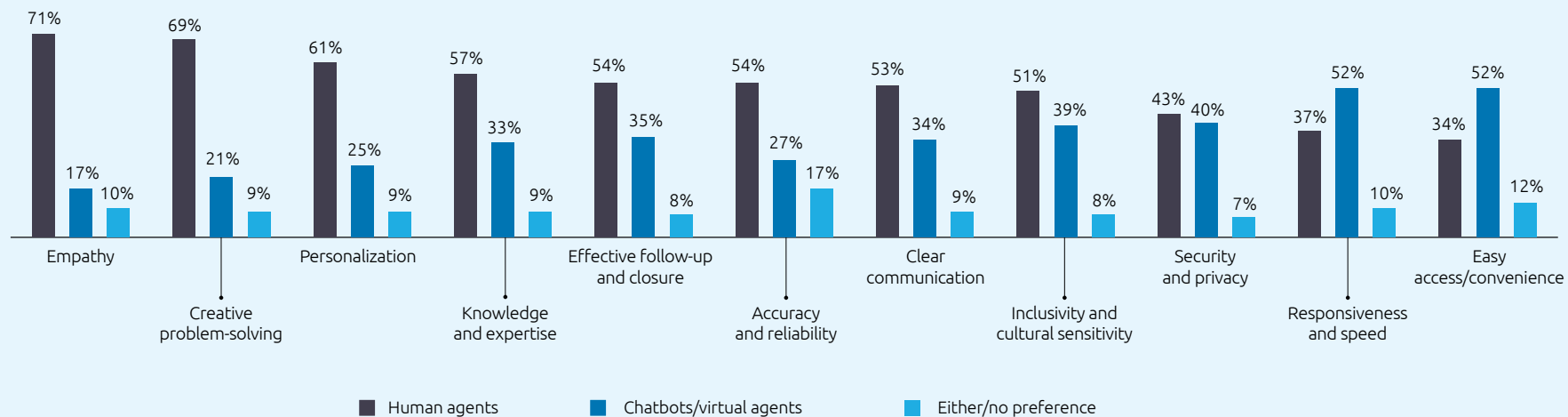
US-based fast-food chain Wendy's, for instance, has introduced a Gen AI-driven drive-through service that combines the strengths of human service crew and chatbots. Gen AI-powered chatbots handle customer orders, including multilingual requests, reducing average wait times by 22 seconds and freeing up human staff to manage exceptions. The service is currently deployed across 100 locations in 17 US states and has helped Wendy's increase order accuracy, speed, and customer satisfaction scores.<sup>20</sup>

The stark difference between the preference for empathy versus efficiency should guide organizations' channel strategies.

**Figure 24.**

A significant share of consumers prefers human agents for empathy and creative problem-solving, while virtual agents are favored for speed and convenience

#### Do you prefer human agents or chatbots/virtual agents (which one do you feel performs better in terms of the qualities you are looking for)?



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

05

# The next generation of AI as commercial catalyst for customer services

As well as raising brand profile and promoting business growth by securing customer loyalty and referrals, customer service can bring additional revenue from premium service offerings.

For example, organizations can charge higher rates for priority support, personalized assistance, and exclusive access to certain features or representatives. Our research shows that three in five consumers are willing to pay for premium service for services they use regularly, such as banking, utilities, and telecom.

Additionally, customer service teams can manage front-line sales by upselling relevant products and services during customer interactions. Global organizations such as Amazon, Apple, and Hilton Hotels<sup>21</sup> train their customer care employees to recommend additional products based on customer enquiries, purchase history, and AI recommendations. Gucci, the Italian luxury fashion house, doesn't employ traditional customer service agents; instead, they hire "online sales associates."<sup>22</sup> These associates are encouraged to take their time and build genuine connections with customers, much like an in-store sales associate or personal shopper would. In this endeavor, they are assisted by AI-generated data-driven insights on customer behavior to providing frictionless service and personalized sales support.<sup>23</sup>

Advances in Gen AI and the advent of agentic AI can bring to life these unique value propositions. AI can enhance the speed and quality of responses, foster customer loyalty, transform agent-customer interactions, and offer insights into consumer behavior to uncover new growth opportunities.

Mala Anand, CVP, Customer Experience & Success, Microsoft, says, ["Contact centers are transforming from mere cost centers into profit centers by harnessing human-digital collaboration. With AI agents handling repetitive tasks, customer service agents can focus on creating customer lifetime value through strategic problem-solving, personalized customer engagement, and meaningful interactions throughout the customer journey."](#)

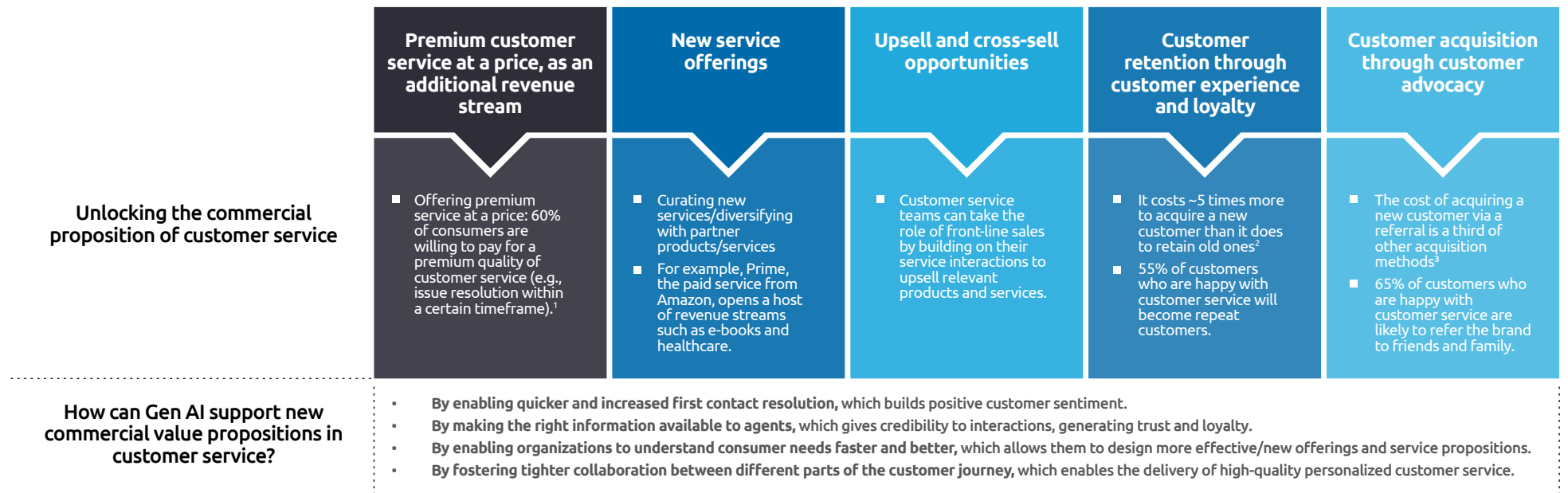
For example, Delta Airlines recently introduced a Gen AI-powered assistant, Delta Concierge, that enables a seamless, multi-modal travel experience, where a single customer itinerary is connected from start to finish through technology and partner integrations. These include real-time travel support, proactive navigation, and notifications for passport expirations, visa requirements, and destination-specific details such as weather forecasts. Customers also

benefit from wayfinding tools for easier airport navigation, including check-in counters and security lines. While in flight, they receive personalized experiences such as seatback announcement translation and personalized entertainment experiences.<sup>24</sup> Delta Concierge finds the best path for customers by understanding their needs and preferences, while tapping into an ecosystem of connected travel partners.<sup>25</sup>

Airlines are famous for providing better service for their higher spending customers; this model may work for other industries, but there are numerous models on how to monetize better service depending on your industry, customer expectations, and competition.

**Figure 25.**

Customer service offers opportunities to derive commercial value



Sources: <sup>1</sup> Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers. <sup>2</sup> Capgemini, A customer-centric business model unlocks value for insurers, 2024. <sup>3</sup> Wharton, “Do referral programs increase profits?” 2013, retrieved from [https://faculty.wharton.upenn.edu/wp-content/uploads/2013/05/Schmitt\\_Skiera\\_VandenBulte\\_2013\\_Referral\\_Programs\\_2.pdf?offset=120](https://faculty.wharton.upenn.edu/wp-content/uploads/2013/05/Schmitt_Skiera_VandenBulte_2013_Referral_Programs_2.pdf?offset=120).





**“Contact centers are transforming from mere cost centers into profit centers by harnessing human-digital collaboration. With AI agents handling repetitive tasks, customer service agents can focus on creating customer lifetime value through strategic problem-solving, personalized customer engagement, and meaningful interactions throughout the customer journey.”**

**Mala Anand**

CVP, Customer Experience &  
Success, Microsoft

06

# Reimagining the future of customer service



**“Transforming customer service into a strategic powerhouse goes beyond upgrading technology - it demands an organizational shift. That includes aligning vision, breaking down silos, and using AI-driven insights to turn every customer interaction into a commercial opportunity.”**

**Christina Schehl**

EVP, frog, part of Capgemini Invent

Reinventing customer service calls for a critical organizational shift and technological interventions.



**Strategic outlook and organizational culture**

While many organizations currently view customer service as a support function, a shift in mindset to recognize customer service as driving brand loyalty, retention, and revenue will be fundamental to transforming the function.

The transformation also hinges on a profound shift in organizational culture. Nearly six in ten (58%) executives consider culture-related challenges, such as lack of agent alignment with organizational aims and objectives, as key obstacles. Frequently, agents do not see themselves as customer advocates, which hampers their ability to deliver exceptional service. To overcome this barrier, it is essential to foster a culture in which agents feel valued, empowered, engaged, and equipped with the right tools and training. The gap between supervisor experiences and those of their staff need addressing.



## Operations

Nearly three-quarters (74%) of executives cite poor inter-departmental coordination as leading to fragmented and inconsistent customer service, which can frustrate customers and erode trust. Additionally, it hinders organizations from using customer service insights to drive improvement across functions.

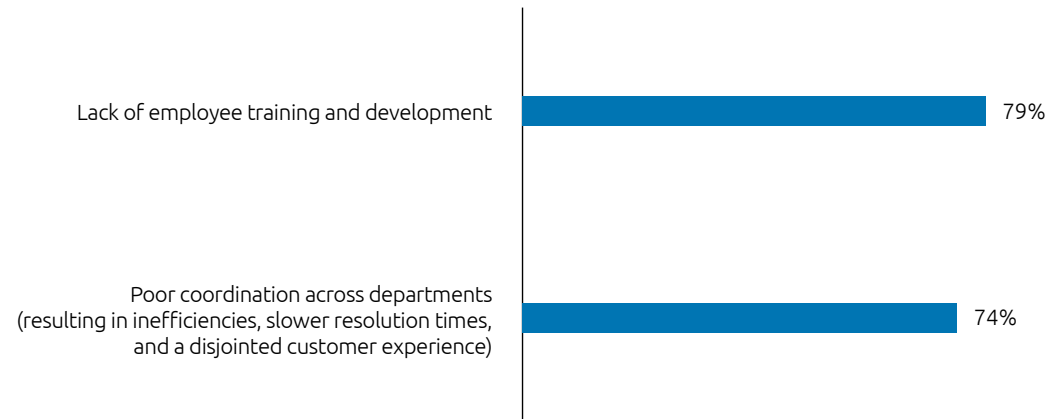
Airline industry executive Nick Clarke highlights this lack of interdepartmental coordination and the need for enhancements to existing ways of working: *“It’s an acute problem across many industries, especially tourism, due to journey length and the numerous customer touchpoints. Top leadership needs to emphasize that everyone in the organization can influence the customer experience, not just front-line staff. Additionally, providing the right information to the right people at the right time and implementing effective reward systems are essential to incentivize teams to deliver a great customer experience.”*

## Figure 26.

Operational issues hindering customer service

### What are the barriers that your organization faces to improving its customer service?

*% of executives who selected the following among the top five barriers*



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 1,002 executives.



### IT landscape and technology

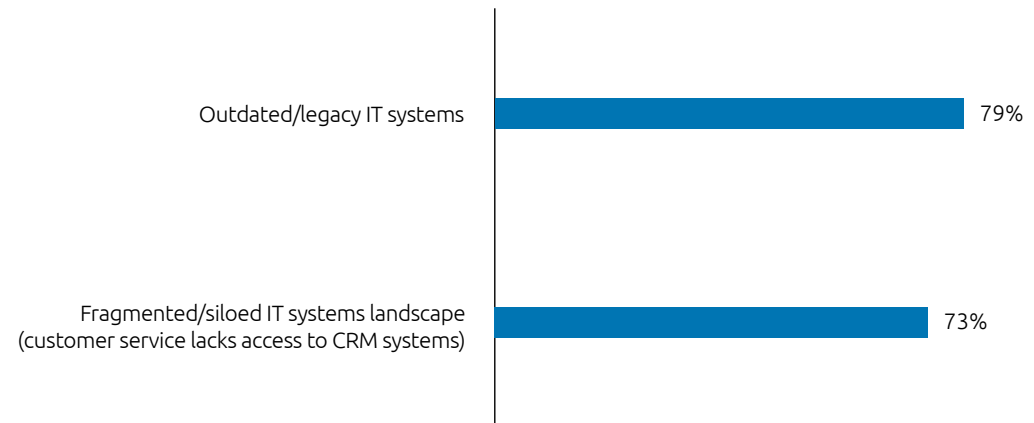
A modern, integrated, and scalable IT infrastructure is the backbone of exceptional customer service. It enables access to up-to-date information, allowing rapid, customer-focused resolution and ensures that customer interactions are consistent across channels and touchpoints. However, the current IT landscape in organizations requires a significant overhaul. Eight in ten (79%) executives cite outdated and legacy systems as a key barrier to improving customer service. Additionally, 73% find fragmented IT systems (where contact center infrastructure is not integrated with CRM systems) to be a significant challenge. Further, technology implementations are frequently driven by IT departments without the necessary business engagement and transformation readiness.

### Figure 27.

Technology barriers to improving customer service

#### What are the barriers that your organization faces in improving its customer service?

*% of executives who selected the following among the top five barriers*



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 1,002 executives.

Further, availability of data is a key challenge for improving customer service. Most organizations have only partially or minimally integrated back-end systems (56%) and data layers (71%), which limits customer service teams' access to data and insights, and their ability to deliver high-quality customer service. Underlining the importance of data and data integration, Bastian Brandt from Salesforce says, "[Establishing a robust data foundation and strategy is essential for effectively leveraging generative AI in customer service. Companies that ensure easy access to their data empower their agents to make informed decisions and provide accurate guidance to customers, significantly enhancing the customer experience.](#)"

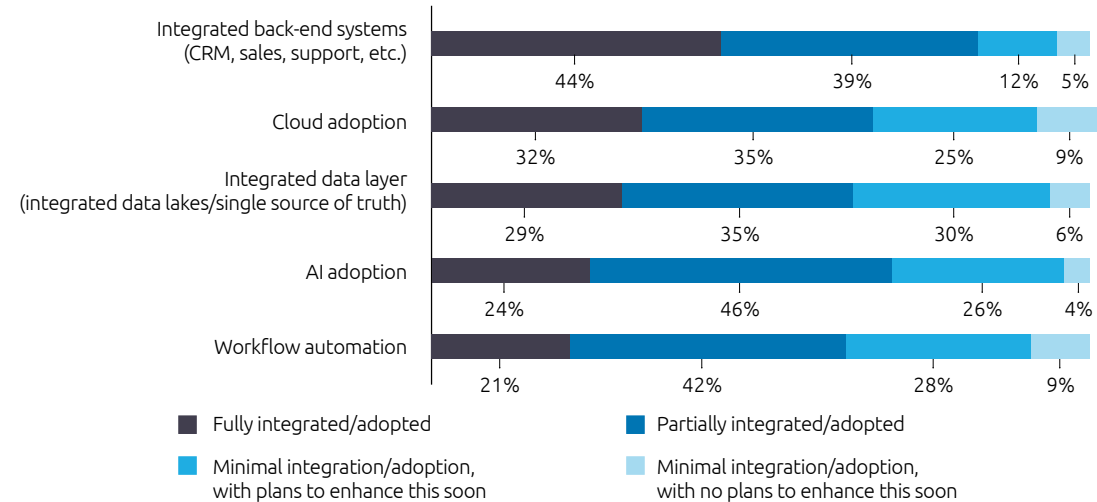
# 71%

of organizations have partially or minimally integrated data layers

**Figure 28.**

Lack of integration within the data and technology stack hinders seamless workflows and processes for most organizations

### Where is your organization's customer service function on its technology adoption journey?



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 1,002 executives.





07

# Recommendations: Charting the course



The advent of Gen AI and agentic AI heralds a completely new world for customer service. This is not merely a technological evolution; it is an organizational revolution that demands a complete redesign of customer service from the ground up. Below, we describe the steps necessary to achieve this transformation.

### Phase 1: Redesign

With the customer service landscape undergoing such profound change, organizations must take a step back and completely reimagine their approach to customer service. It is crucial to think in a new paradigm rather than attempting to fix minor issues in a system that is changing completely. A simple transfer of existing processes will not suffice.

Steps to redesign customer service:



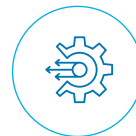
### Embrace a new paradigm

Recognize that customer service is no longer human-only work supported by automation. Rather, it is a collaborative effort carried out by teams composed of both human workers and AI agents.



### Define functions

Clearly delineate which end-to-end processes, interactions, channels or functions will be handled by AI agents and which ones by humans, helped by AI. AI agents should take on repetitive and transactional tasks, allowing humans to focus on value-added activities.



### Transform processes

The agentic AI approach requires a novel business process design methodology focused on end-to-end customer experiences and process-as-a-service. AI agents follow customer service processes in a fundamentally different manner compared to previous automation technologies such as robotic process automation (RPA).

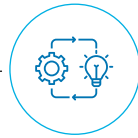


### Define how digital/human teams will operate

Create strategies for managing and supporting teams that include both human colleagues and AI agents. Define how humans will operate within the operating model and ensure seamless connection. Identify the value-added tasks for humans and assign repetitive, more transactional tasks to AI agents. Additionally, augment human capabilities with Gen AI assistance to enhance performance in value-added tasks.

## Phase 2: Deployment

Once the vision for redesigning customer service is established, the next step is to roll out this vision through a structured deployment process:



### Implement a cloud-based CCaaS with CRM, data platform, and AI integration

Deploy a modern cloud-based contact center as a service (CCaaS) solution using hyperscalers or SaaS providers, and integrate it with the existing CRM system, data platform, and a suite of AI, Gen AI, and agentic AI assistants.



### Gradual deployment of AI agents

Prioritize the deployment of agentic AI by starting with a few AI agents and gradually increasing their number. This phased approach ensures smoother integration and improved management of the transition. However, if your organization has not utilized Gen AI at all, begin by experimenting with and deploying Gen AI use cases first.



### Build a solid data and AI foundation

Alongside the deployment of AI agents, it's crucial to establish a robust data and AI foundation, especially if there is a legacy architecture. Modernizing the IT infrastructure is essential to ensuring data security and privacy. Trust is vital, as exposing customer data to third-party or external large language models (LLMs) can lead to unintended data leaks. By deploying LLMs on local servers without internet access, it is possible to securely transcribe and analyze conversations without compromising private data.



### Assessment of human skillsets

Complete a comprehensive assessment of the future human skills requirement. Through the deployment of AI agents, humans will handle more complex and emotionally charged interactions, which require empathy and understanding. Humans will require upskilling and development, therefore, create a development framework that enables improved job satisfaction and growth.



### Change management and education

Implement a comprehensive change management plan to address the organizational changes. Educate employees about AI agents and their role in enhancing customer service and augmenting human capabilities. Encourage employees to embrace the new technology and see it as a valuable tool that will enhance employee experience.

### Phase 3: Continuous improvement

As the deployment progresses, it is essential to continuously orchestrate, monitor and evaluate the performance and compliance of AI agents and the overall system. With the integration of both humans and AI agents in the operating model, new key performance indicators (KPIs) and monitoring methods must be established. Traditional KPIs used for human-only teams may not be applicable. One critical KPI is the accuracy of responses generated by AI agents, which is required to ensure system effectiveness. Additionally, measuring the number of cases digitally contained due to the efficiency of AI agents helps in understanding the impact of AI on improving the overall effectiveness of customer service. Gen AI can be utilized for monitoring and continuously improving the operating model, creating a continuous cycle of enhancement.

Necessary adjustments and improvements should be made based on feedback and performance metrics. Gradually scale up deployment of AI agents while ensuring that the data and AI foundation remains robust and secure.

# Conclusion

Customer service plays a pivotal role in fostering customer loyalty, enhancing brand perception, and driving insights. The future of customer service will transcend its traditional role as a support function, evolving into a driver of commercial opportunities. A complementary mix of human and virtual agents, augmented by Gen AI, will enable this transformation. Gen AI and AI agents can address key customer pain points, enhance operational efficiency, and improve agent experience. It will also set a new “north star” for the customer

service function. This transformation will require a shift in the strategic positioning and operation of the function, the evolution of processes, and the integration of technology systems. Organizations should adopt a phased approach to strategically transform the customer service function and unlock its potential to deliver exceptional service, a great employee experience, and compelling commercial value propositions.

The available toolsets with Gen AI and agentic AI facilitate unprecedented rapid change, providing numerous opportunities to build a compelling business case for transformation. Depending on geography, industry, and organization, there is a significant opportunity to drive increased customer value and differentiation. The insights and examples in this report will help you benchmark and develop your own roadmap to make informed decisions and accelerate your progress.

# Research methodology

In November and December 2024 we surveyed:

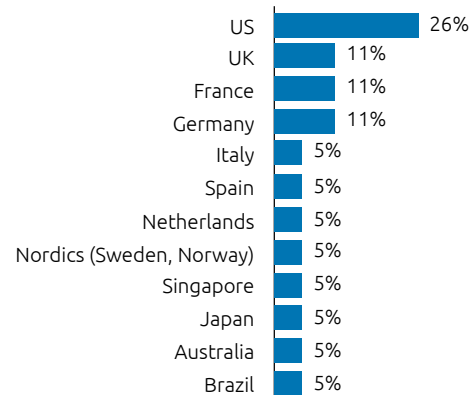
- 9,500 consumers from 13 countries across North America, Europe, Asia-Pacific (APAC), and Latin America.
- 1,002 executives (director level and above) from large organizations with annual revenue exceeding \$1 billion. The executives surveyed belonged to organizations operating in 10 industries and headquartered in countries across North America, Europe, APAC, and Latin America.
- 506 customer service agents and supervisors (315 agents and 191 supervisors) from in-house and outsourced contact centers.

The surveys were complemented by interviews with more than 15 industry executives.

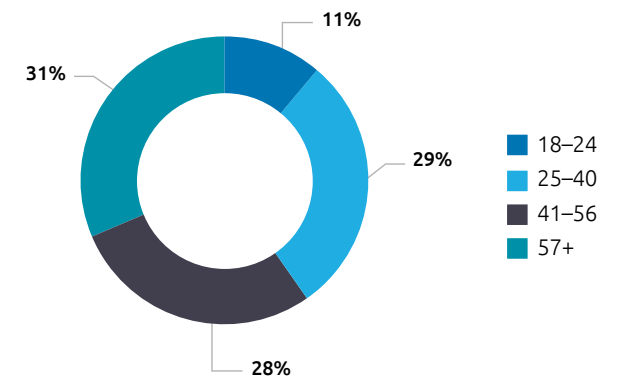
The distribution of survey respondents is provided in the following figures.

## Survey of consumers

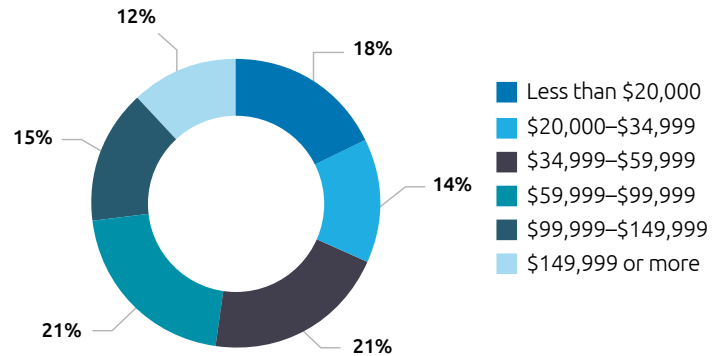
### Consumers by country of residence



### Consumers by age group



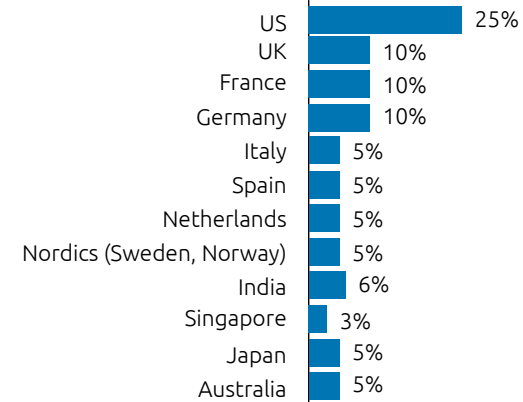
### Consumers by annual household income



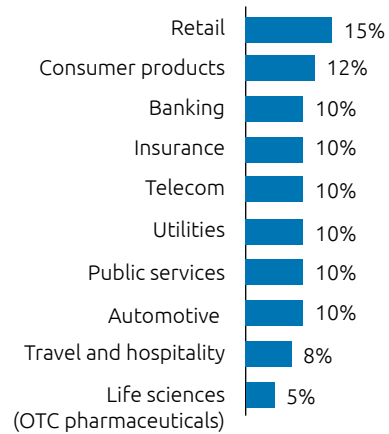
Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

### Survey of executives

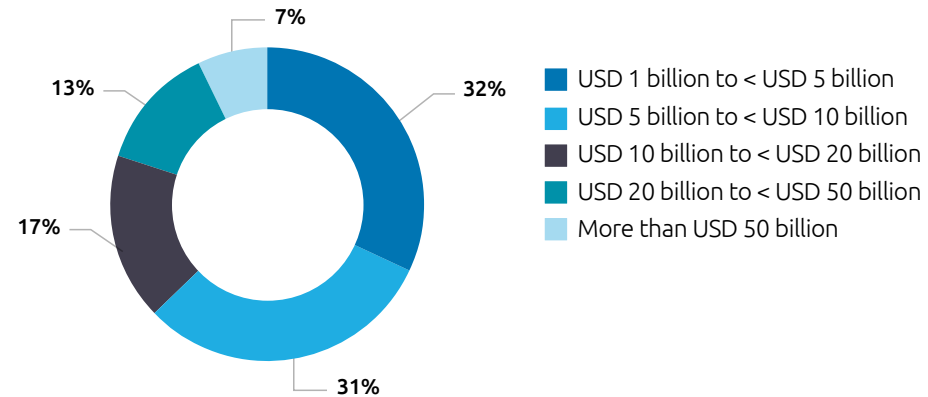
#### Organizations by headquarter location



### Organizations by industry

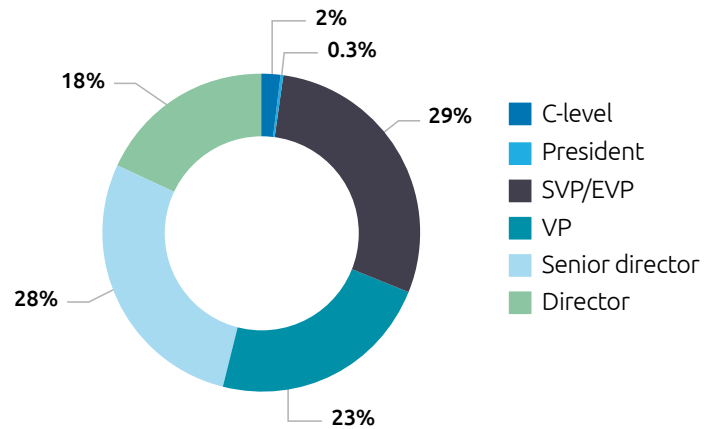


### Organizations by annual revenue\*

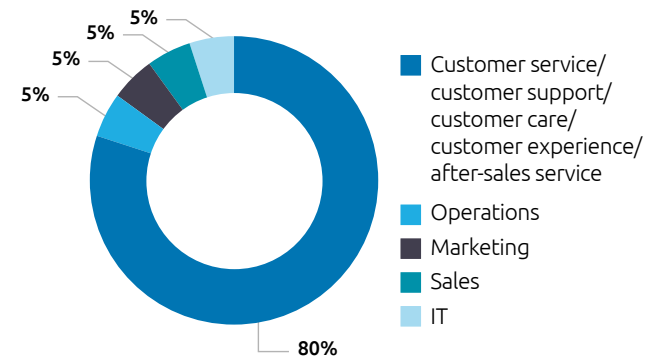


\*N=902 organizations (i.e., excluding public sector agencies/government organizations).

### Executives by designation



### Executives by function

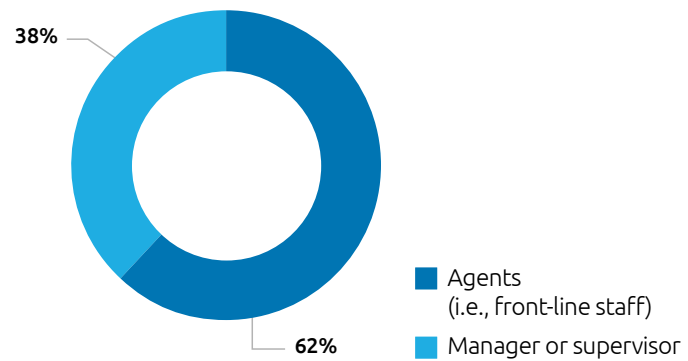


Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 1,002 executives.

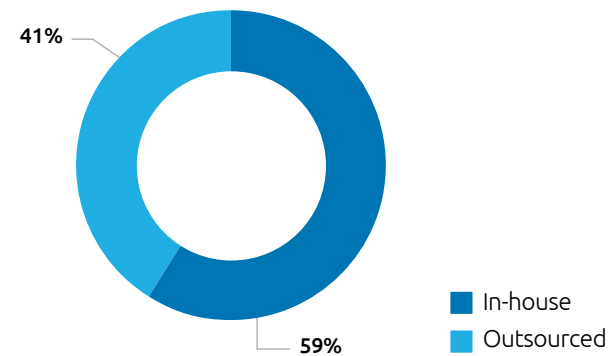


## Survey of customer service agents and supervisors

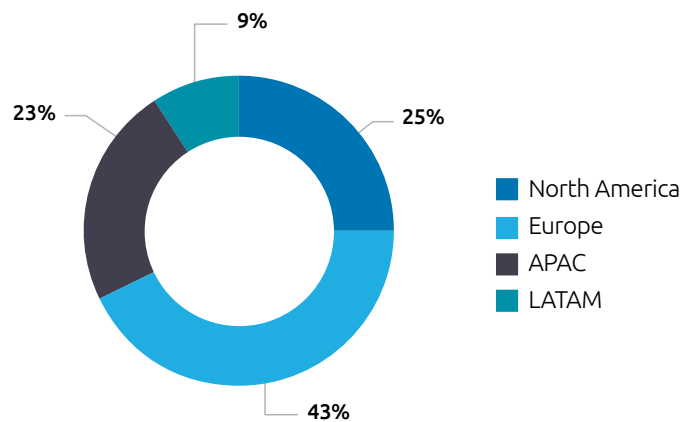
### Distribution by type of role



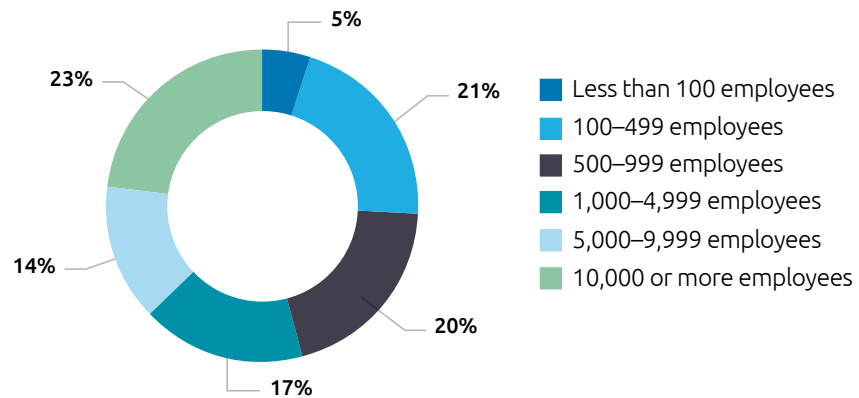
### Distribution by type of contact center



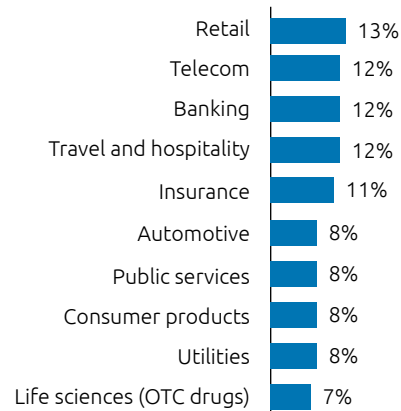
### Distribution by location of contact center



### Distribution by size of contact center

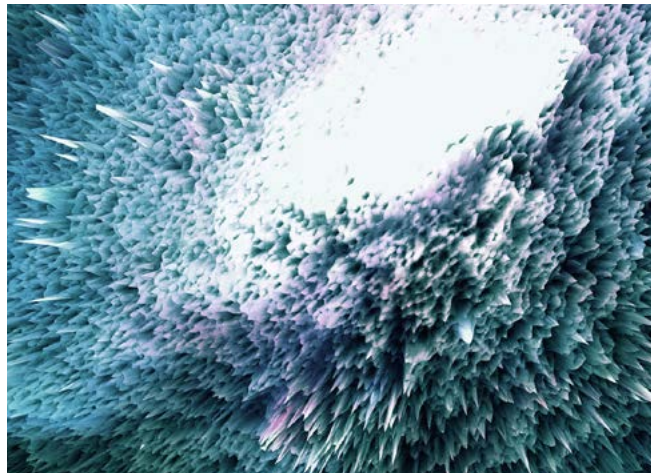


### Distribution by industry



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 506 customer service agents and supervisors (N = 315 agents and N = 191 managers/supervisors).

The study findings reflect the views of the people who responded to our online questionnaire for this research and are aimed at providing directional guidance. Please refer to the methodology for details of respondents and get in touch with a Capgemini expert to understand specific implications.



# Appendix

Customer service refers to the assistance and support provided by an organization to its customers before, during, and after purchasing and using its products or services. It includes all interactions that a customer has with the organization across all touchpoints, from initial awareness to post-purchase care.

Please note, we have used the terms "consumer" and "customer" interchangeably in this report.

## Customer service significantly impacts brand loyalty

How does good customer service impact you?					
% of consumers who selected the following	Overall	18–24	25–40	41–56	57+
Base	9,500	1,075	2,772	2,687	2,966
I feel valued and cared for	61%	67%	71%	62%	49%
I feel a strong emotional connection to the brand	34%	43%	46%	26%	27%
I share positive experiences online or on social media	25%	38%	33%	23%	15%
I recommend the service or brand to friends or family	65%	71%	72%	59%	62%
I increase my spending with the company	33%	31%	37%	37%	27%
I become a repeat customer	55%	60%	64%	56%	44%

How does poor customer service impact you?					
% of consumers who selected the following	Overall	18-24	25-40	41-56	57+
Base	9,500	1,075	2,772	2,687	2,966
I feel frustrated and neglected	44%	36%	44%	51%	40%
I lose confidence in the brand	35%	34%	34%	43%	30%
I share negative experiences online or on social media	21%	43%	22%	24%	11%
I discourage friends or family from using the service or brand	40%	46%	40%	35%	42%
I reduce my spending with the brand	29%	30%	36%	33%	19%

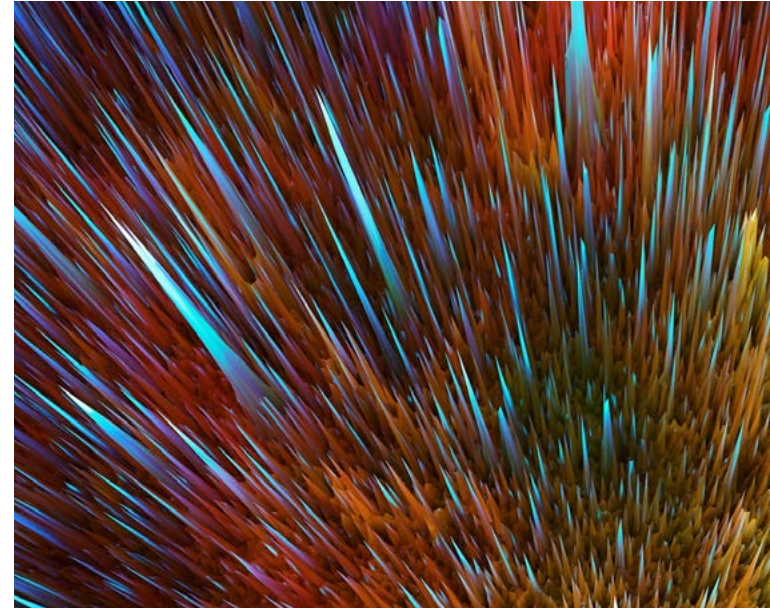
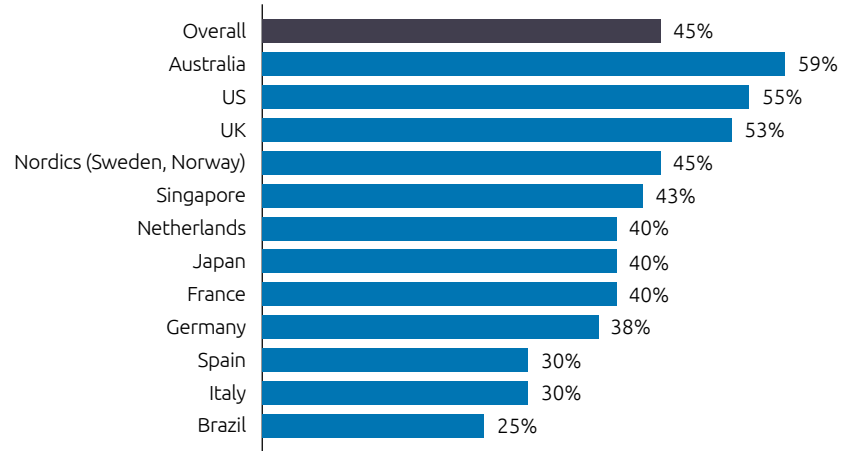
% of consumers who agree with the following statement	Overall	18-24	25-40	41-56	57+
Base	9,500	1,075	2,772	2,687	2,966
I would leave a brand if the customer service is poor, even if the product or service is good	55%	66%	60%	58%	43%

Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

## Satisfaction with customer service

### How satisfied are you with the overall customer service you have received across brands?

*% of consumers who say they are satisfied or very satisfied*



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

### The gap between what consumers consider important in customer service and how frequently they receive it, by age (positive figures indicate unmet needs)

	Overall	18–24	25–40	41–56	57+
Base	9,500	1,075	2,772	2,687	2,966
Ease of access	11%	5%	7%	8%	19%
Prompt responses (i.e., shorter wait times)	16%	7%	12%	6%	33%
Seamless transfer between channels	-3%	-5%	1%	-4%	-5%
Personalized interactions	-12%	-18%	-13%	-15%	-6%
Empathetic responses	8%	-18%	-3%	17%	21%
Effective issue resolution	17%	3%	-2%	25%	32%
Follow-up to ensure resolution	11%	-9%	-3%	21%	23%
Proactive customer service	-2%	-13%	-7%	-1%	7%

Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

## Consumer frustrations

% of consumers who rank the following among their top five most frustrating aspects of customer service that they would like to see improved	Overall	18–24	25–40	41–56	57+
Base	9,500	1,075	2,772	2,687	2,966
Difficulty finding customer service contact information	40%	38%	37%	39%	46%
Limited contact options (e.g., phone, email, chat/other self-service options)	37%	38%	38%	36%	38%
Restricted service hours	34%	31%	29%	29%	43%
Language barriers	39%	36%	36%	38%	45%
Long wait times	49%	50%	48%	49%	49%
Complexity of IVR options	42%	39%	42%	43%	42%
Difficulty accessing human agents (e.g., human agent support not provided or chatbots not transferring to a human agent)	40%	45%	46%	34%	38%
Rude or unprofessional representatives	54%	53%	55%	54%	54%
Unhelpful or unempathetic representatives (lacking proactivity and empathy in addressing customer issues)	46%	49%	48%	49%	40%
Frequent call transfers and repeated explanations of issues	41%	46%	45%	44%	32%
Slow issue resolution	41%	41%	41%	41%	41%
Lack of follow-up to ensure issue resolution and closure	37%	34%	34%	44%	33%

Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

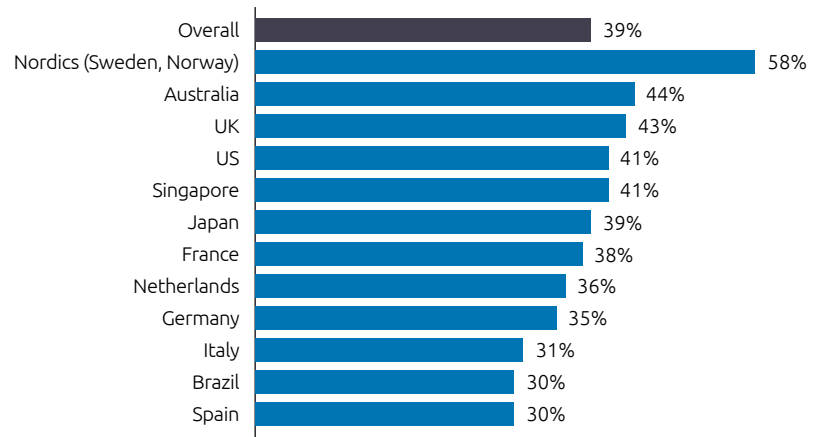




## Cumbersome customer service processes have led to unresolved issues and pent-up demand

**I often choose to tolerate an issue (leaving it unresolved) or find my own solutions because contacting customer service is too cumbersome**

*% of consumers who agree with the statement*

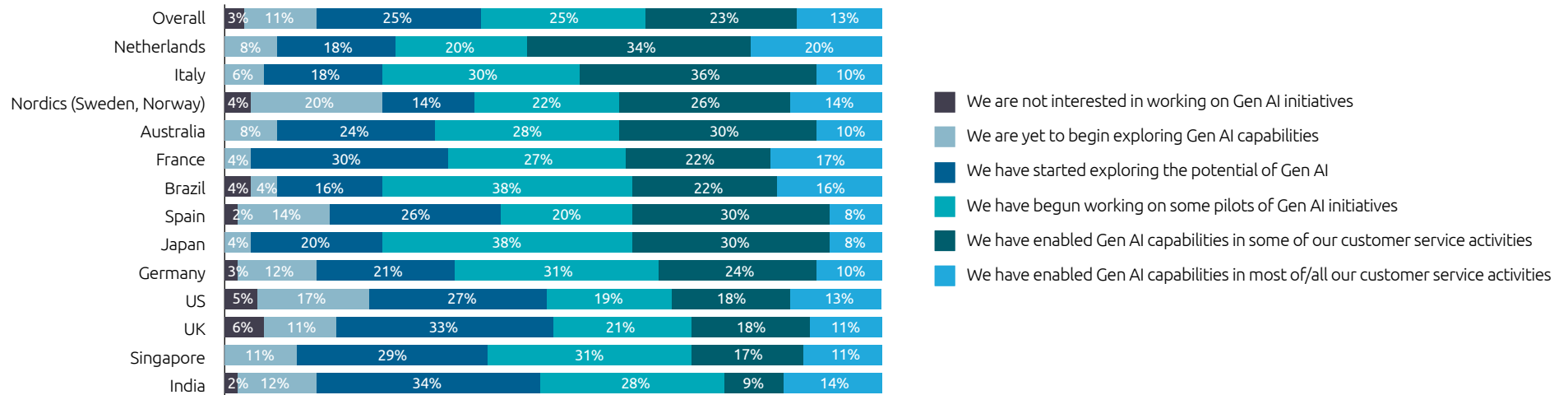


Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

## Maturity of Gen AI initiatives in the customer service function

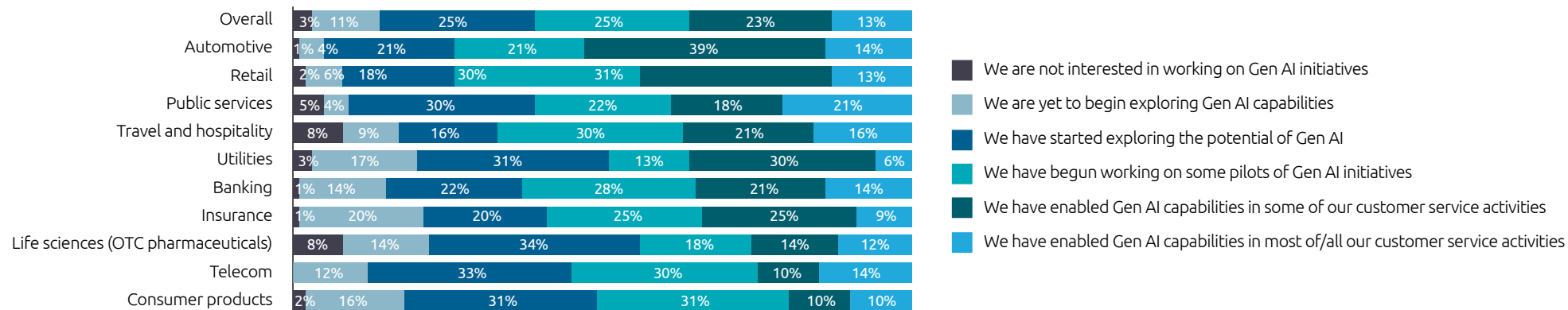
### How would you describe the maturity of Gen AI initiatives in your customer service function/department?

*By country*



## How would you describe the maturity of Gen AI initiatives in your customer service function/department?

*By industry*



Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 1,002 executives.

### Preference for customer support channels, by age

% of consumers who select the following channels among their top three choices – Preferred channels now	Overall	18–24	25–40	41–56	57+
Base	9,500	1,075	2,772	2,687	2,966
Phone support	60%	42%	51%	64%	71%
Chatbot/live chat	40%	51%	50%	35%	32%
Email support	49%	44%	47%	48%	53%
Social media	31%	37%	35%	31%	26%
WhatsApp or messaging services	36%	43%	38%	34%	35%
Self-service portals	32%	35%	30%	40%	26%
Online community forums	24%	23%	25%	24%	22%
In-store support	28%	25%	24%	25%	34%

% of consumers who select the following channels among their top three choices – Preferred channels 1–2 years ago	Overall	18–24	25–40	41–56	57+
Base	9,500	1,075	2,772	2,687	2,966
Phone support	63%	59%	62%	63%	67%
Chatbot/live chat	32%	39%	37%	33%	25%
Email support	52%	50%	51%	53%	53%
Social media	42%	43%	40%	40%	46%
WhatsApp or messaging services	27%	29%	26%	28%	25%
Self-service portals	34%	32%	34%	33%	35%
Online community forums	24%	23%	24%	25%	23%
In-store support	26%	25%	27%	26%	26%

Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

## Preference for human versus virtual agents, by age

Do you prefer human agents or chatbots/virtual agents (which one do you feel performs better in terms of the qualities you are looking for)?	Overall	18–24	25–40	41–56	57+
Base	9,500	1,075	2,772	2,687	2,966
<b>Human Agents</b>					
Empathy	71%	43%	45%	84%	95%
Creative problem-solving	69%	41%	43%	80%	92%
Personalization	61%	36%	37%	70%	83%
Knowledge and expertise	57%	34%	33%	66%	80%
Effective follow-up and closure	54%	32%	32%	61%	78%
Accuracy and reliability	54%	32%	33%	61%	76%
Clear communication	53%	23%	30%	62%	76%
Inclusivity and cultural sensitivity	51%	28%	30%	57%	74%
Security and privacy	43%	23%	26%	47%	64%
Responsiveness and speed	37%	18%	23%	32%	60%
Easy access/convenience	34%	17%	19%	35%	54%

Chatbots/virtual agents	Overall	18–24	25–40	41–56	57+
Empathy	17%	50%	30%	6%	3%
Creative problem-solving	21%	52%	32%	15%	6%
Personalization	25%	57%	41%	13%	10%
Knowledge and expertise	33%	59%	45%	27%	17%
Effective follow-up and closure	36%	61%	48%	32%	18%
Accuracy and reliability	27%	45%	36%	26%	13%
Clear communication	34%	62%	48%	27%	17%
Inclusivity and cultural sensitivity	39%	64%	50%	36%	21%
Security and privacy	40%	62%	52%	39%	23%
Responsiveness and speed	52%	75%	60%	61%	27%
Easy access/convenience	52%	72%	63%	53%	33%

Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 9,500 consumers.

## Implementation status of Gen AI use cases in customer service

Gen AI use cases in customer service	Deployed	Piloted	Plan to use in the next 6–12 months
<b>Agent-assist use cases (using Gen AI to assist human agents)</b>			
Drafting text/voice responses	14%	25%	48%
Making call notes and summaries	9%	30%	44%
Providing agents with contextual insights to personalize interactions	6%	24%	52%
Assisting in resolving complex queries by extracting the right information from across knowledge bases	10%	29%	46%
Providing real-time language translation support	9%	31%	43%
Providing response/tone recommendations based on real-time customer sentiment analysis	8%	28%	46%
Suggesting leads (upsell and cross-sell opportunities) to agents	6%	26%	52%
Assisting in follow-ups (drafting/scheduling follow-ups)	11%	30%	47%
Extracting relevant information from across channels to facilitate a seamless experience for customers	6%	27%	50%



Gen AI use cases in customer service	Deployed	Piloted	Plan to use in the next 6–12 months
<b>Virtual agent uses cases (using Gen AI to develop virtual agents)</b>			
Equipping chatbots to engage in personalized and empathetic interactions (based on contextual understanding, sentiment analysis, etc.)	11%	23%	55%
Equipping chatbots to make the handle vs. forward decision (i.e., when they should forward a request to human agents vs. handling it themselves)	8%	32%	49%
Equipping chatbots to draft and execute high-quality follow-ups and closures	8%	23%	54%
Equipping chatbots for proactive customer service (e.g., pre-empting issues based on predictive analytics and reaching out to customers)	8%	31%	44%
Equipping chatbots to conduct multilingual interactions	11%	23%	47%
Equipping chatbots to identify and execute upsell and cross-sell opportunities	6%	27%	48%

Gen AI use cases in customer service	Deployed	Piloted	Plan to use in the next 6–12 months
<b>Team management use cases</b>			
Identifying agent-specific training needs and creating personalized learning programs	10%	27%	53%
Aiding in handling escalations by providing real-time access to customer, product, and policy information	9%	29%	48%
Aiding in general team management activities such as hiring, performance assessment, etc.	6%	28%	56%
<b>Operations management use cases</b>			
Creating knowledge bases (e.g., for use in self-service portals or by agents)	12%	23%	53%
Tracking metrics such as response times, resolution rates, and customer satisfaction scores; identifying trends and patterns	11%	25%	48%
Identifying and flagging inefficiencies and non-conformance in processes	8%	24%	53%
Forecasting workloads and assisting in planning	7%	33%	44%
Insights generation for other functions such as sales, marketing, and product design based on customer feedback	7%	26%	51%

Source: Capgemini Research Institute, Customer service transformation survey, November–December 2024, N = 861 executives from organizations that are exploring, piloting, or implementing Gen AI for customer service activities.

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With +20 years of strategic and operational consulting experience, Arnaud has been instrumental in driving transformation initiatives since joining Capgemini Invent in 2010. He contributed to the launch of the Marketing and Sales practice in France, leading to its evolution into Frog, spearheaded DCX France, and managed the Automotive French Market Unit. Today, he focuses on boosting the business and technology transformation of our clients in the field of CX, with a focus on customer service.



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With +30 years of experience in business and technology transformation, Alex has accompanied many global brands in reinventing their business and transforming their customer experience. This spans their marketing, sales, commerce and service operations, capabilities, and technologies, creating hyper-personalized experiences and platforms to deliver exceptional business value at scale.

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## Thank you to the many industry executives who participated in this study and added value



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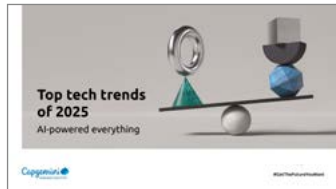
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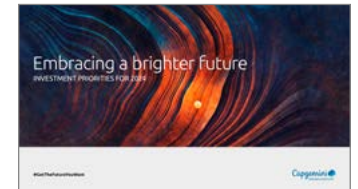
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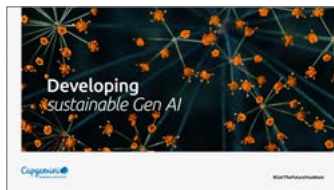
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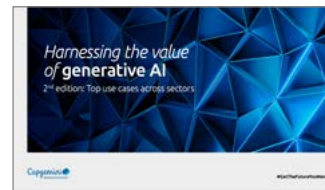
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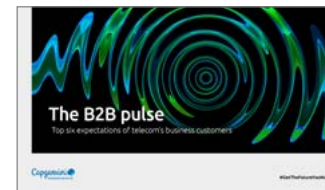
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