

Plan Now For Customer Service In 2021

Explore Five Technologies To Transform Customer Care Over The Next Five Years

by Ian Jacobs
June 28, 2016

Why Read This Report

Customer service technology buyers typically plan for the next one to two years. But to truly become customer-obsessed, companies need to understand what new technologies and customer service experiences will come to seem normal for their customers in five years. Many of these technologies require new organizational models as well as new metrics for measuring success — changes that will take time and careful planning. This report highlights the service experiences, and the technologies that underpin them, that your customers will expect in 2021.

Key Takeaways

View New Customer Service Technology Through An Age-Of-The-Customer Lens

To evaluate up-and-coming technologies, look to their ability to transform the customer experience, accelerate digital business, embrace the mobile mind shift, and turn big data into insights. Additionally, gauge their impact on the customer service experience, the agent experience, and revenue generation.

Emerging Technologies Transform Service Into A Loyalty And Revenue Engine

Rather than battle to eke out more efficiency in the service organization, savvy companies can capitalize on emerging technologies to drive new revenue streams. Additionally, completely new models of customer service driven by new technologies can create the compelling experiences that turn customers into loyal brand partisans.

Planning Must Start Today

Although firms won't feel the impact of these novel technologies for many years, savvy application development and delivery (AD&D) pros will start planning for them now. This gives them enough time to craft compelling business cases for investment and ample time to experiment with rapid-prototyped solutions.

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by [Ian Jacobs](#)
with [Stephen Powers](#), Meredith Cain, and Peter Harrison
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Forrester interviewed 13 vendor and user companies: [24]7, Aivo, Facebook, Genesys, HP, Hyatt, Kasisto, Pella Corporation, Sabio, Sparkcentral, Support.com, Time Warner Cable, and UserCare.

Related Research Documents

[Augmented And Virtual Reality Should Be Part Of The Innovator's Toolkit](#)

[Brief: It's Time To Provide Customer Service Through Facebook Messenger](#)

[See Me, Serve Me: Video Chat For Customer Service Starts To Take Hold](#)

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Forrester Research, Inc., 60 Acorn Park Drive, Cambridge, MA 02140 USA
+1 617-613-6000 | Fax: +1 617-613-5000 | [forrester.com](#)

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Your Customers Already Live In The Future

At the end of 2015, a Comcast customer who felt he too often received internet speeds below what he was paying for decided to take action. He built an automated bot that monitored the speed of his service, and, whenever it fell below the agreed-upon level, the bot would take to Twitter and tweet his frustration — and his current speed — to Comcast.¹ Welcome to the future of customer feedback.

But many companies are unprepared for a future where customers control the conversation, and emerging technologies proliferate through the consumer world well before they hit the enterprise. For instance, only 16% of global business and technology decision-makers at firms that are prioritizing improving customer experience are creating a dedicated user group for customer experience initiatives.² As the novelist William Gibson famously noted, “The future is already here — it’s just not very evenly distributed.”

Customer-Obsessed AD&D Pros Cannot Simply Chase Incremental Improvements

Although Henry Ford probably never actually said, “If I had asked people what they wanted, they would have said faster horses,” the phrase has staying power for a reason.³ Many people — even the AD&D professionals supporting customer service experience programs — look at the future as simply a forward projection of the present. But customers have already driven completely new service experiences that most AD&D pros did not see coming: social customer service and SMS customer service, for example.

Rather than wait for the future to arrive, these AD&D pros need to start planning for tomorrow’s technology today because:

- › **The technologies developing now will take time to mature.** Because younger companies have little to no installed technology stacks weighing them down, they more readily adopt the latest and greatest technology. Many of these companies will fall on their faces, creating the customer service nightmares that flood social media. Watching for these early missteps allows AD&D pros to skip all of the initial errors and move directly to a more mature model.
- › **Building a business case for budget simply takes a long time.** Coordinating technology purchases that provide benefits for numerous internal constituencies such as service, eCommerce, and marketing requires getting all of the political ducks in a row. Getting started now on the planning will give AD&D pros a leg up.

Our Emerging Tech Framework Will Help You Stay Ahead

As the Comcast example clearly shows, customers have become more demanding about what they expect from companies. Emerging technologies will drive a company’s competitive differentiation through customer service. To succeed with these technologies, AD&D pros must, of course, first convince their companies to fund the testing, purchase, and deployment of the new tools. Use the “Win Funding For Your Customer Service Project” Forrester report as the foundation for creating compelling business cases for early experiments and pilots.⁴

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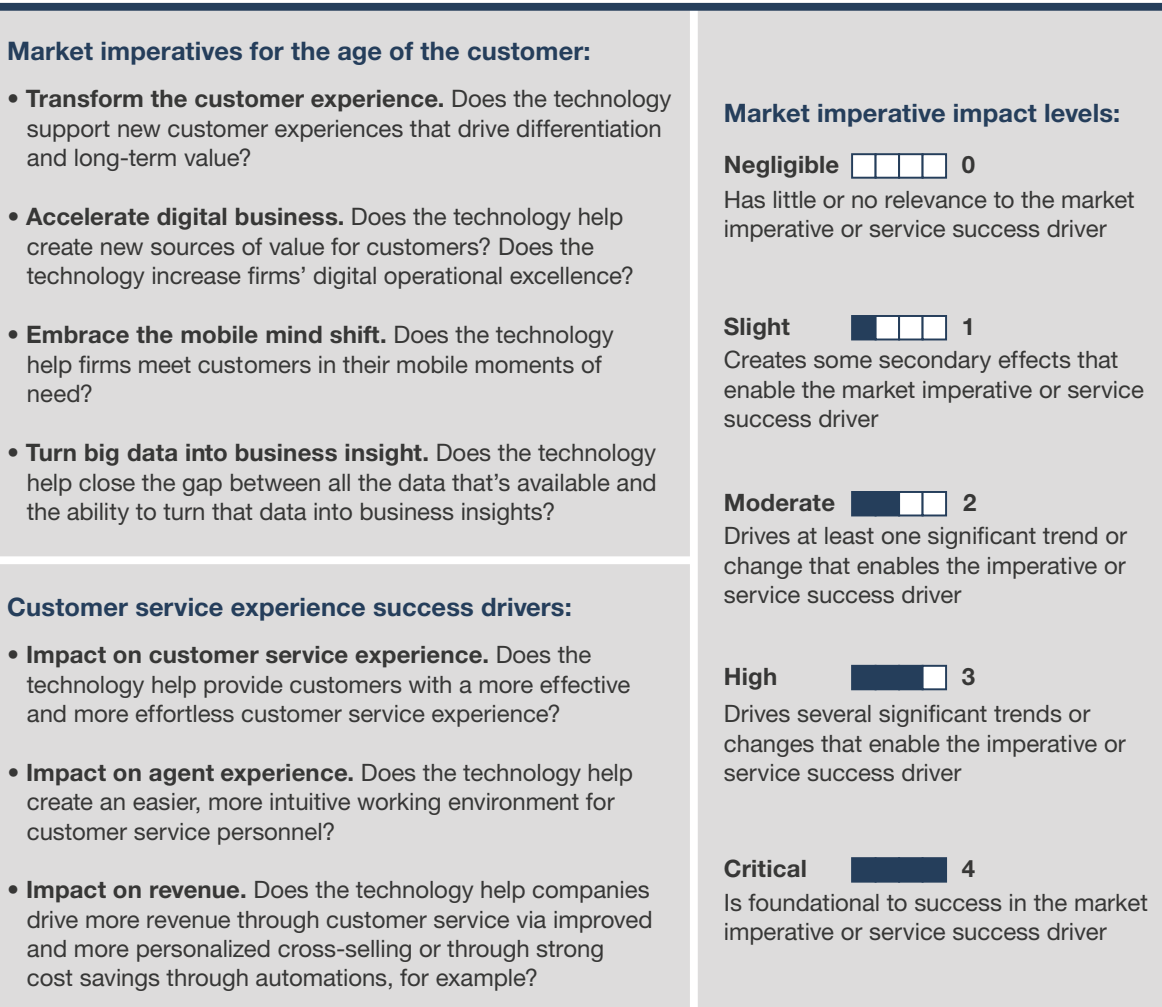
Forrester’s Methodology: Impact, Newness, And Complexity Determined Our List

In establishing our selection methodology, we considered innovations coming out of the vendor, academic, and research worlds; reviewed dozens of technologies from our TechRadar™ reports; interviewed technology leaders and innovative customers; and talked with other expert analysts. We assessed each technology for its impact on key business drivers in the age of the customer as well as its ability to move the needle in key customer service experience categories (see Figure 1). Additionally, we evaluated the technologies by their newness, business complexity, and technological complexity (see Figure 2).

FIGURE 1 Forrester Evaluated Each Technology According To Impact On Customer Service And Business Drivers

Methodology: age of the customer impact

We assessed each technology that we selected in light of the market imperatives created by the age of the customer as well as the technology’s newness and complexity.





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FIGURE 2 Forrester Evaluated Each Technology According To Newness And Complexity**Methodology: age of the customer impact**

We assessed each technology that we selected in light of the market imperatives created by the age of the customer as well as the technology's newness and complexity.

Newness:	<p>Very new — developing in academia or labs; multiple disconnected technologies with potential to merge into integrated solutions</p> <p>New — starting to take hold in enterprise organizations</p> <p>Not new — emerging applicability for existing, previously adopted technologies</p>	
Complexity:	<p>Business complexity — the degree of business change necessary or the level of new business skills necessary</p> <p>Technology complexity — the degree of technology change required or the level of expertise required</p>	

Five Technologies Will Reshape Customer Service By 2021

Contact center decision-makers with a focus on driving ever-greater cost efficiencies have been highly risk-averse and slow moving. But the change of pace inherent in the age of the customer will no longer allow contact centers to simply take cost out of the business. Emerging technologies can drive the types of customer service experiences that better cement customer loyalty as well as advance new revenue-generating opportunities. Most companies will not consider widespread deployments of these technologies for several years. Because these technologies take customer service in new directions, customer service application pros will need that time to plan, play with, and pilot them.

Technology 1: Two-Way Video Brings Customers Closer To Customer Service Staff

With Amazon's marketing muscle behind it, the Mayday video chat customer support service generated a lot of buzz upon its launch in 2013. It spawned interest from other organizations looking to deploy their own Mayday-like services. But commercial video chat is not new — surprisingly, it actually predates World War II.⁵ Still, few companies today offer widespread video chat for customer service. When they do provide such services, they are often — like Mayday — one-way video in which the customer can see the agent but not the other way around.⁶

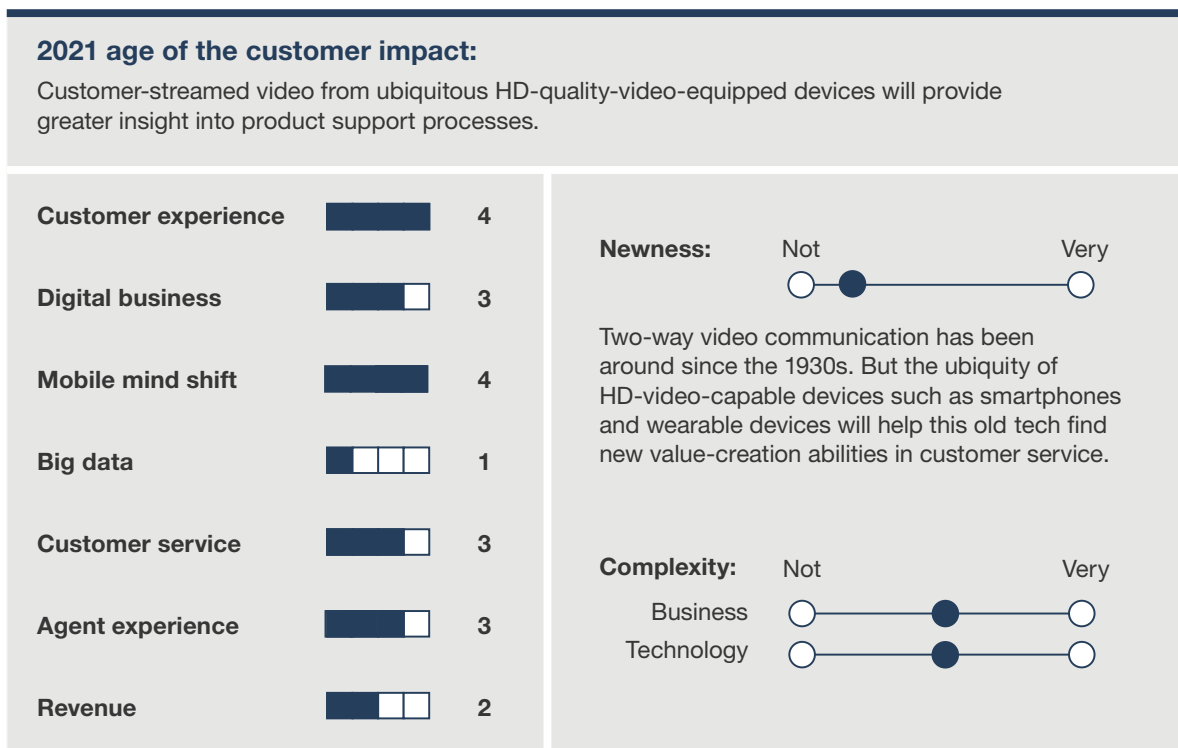
As costs come down and bandwidth concerns ease, two-way video chat will become a more workaday feature of customer service (see Figure 3). Customers are already prepared, since almost everyone now has an HD-video-capable smartphone in their pocket. AD&D pros should be prepared to support:

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- › **Customer-driven video.** AD&D pros spend much of their time arming agents with tools to prevent the need for field service. Fix the problem in the contact center, and the much-more-expensive truck roll never happens. Two-way video helps here: The customer can show the agent the troublesome router, refrigerator, or radiator. “We have been around since 1925 and have sold a lot of types of windows over the years. Just identifying which window we are talking about can be a challenge — and that is something video chat can help with,” said Julia Neary, customer experience manager at Pella Corporation.⁷
- › **Talking head video.** In industries where customers have high trust demands, such as banking, two-way video allows the customer and the agent to look each other in the eye. Barclays, for example, rolled out a video banking service to its premier customers in 2014 because “for the important moments, you just can’t beat face-to-face conversations,” according to Steven Cooper, the chief executive of Barclays Personal Banking.⁸ Combining such a system with co-browse technology, for example, allows a commercial loan officer to help a business owner fill out a complex application.

FIGURE 3 Two-Way Video Brings Contact Center Agents Into The Customer’s World



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Technology 2: Augmented And Virtual Reality Bridge The Physical And Digital Worlds

Google's ill-fated Glass test may have turned many consumers off the idea of augmented reality (AR). But with heavy investment from the likes of Facebook, Microsoft, Samsung, and Sony, AR and its more immersive cousin virtual reality (VR) will eventually have their day in the sun.⁹ Once those vendors — or the numerous startups in the space — build intuitive tools at a scale that brings the cost down, consumers will begin to regularly experience AR and VR. These immersive experiences will become the new normal; anything short of that will seem like a black-and-white rerun of “The Honeymooners” on a 1950s TV to a child raised with a 4K flat-screen (see Figure 4).

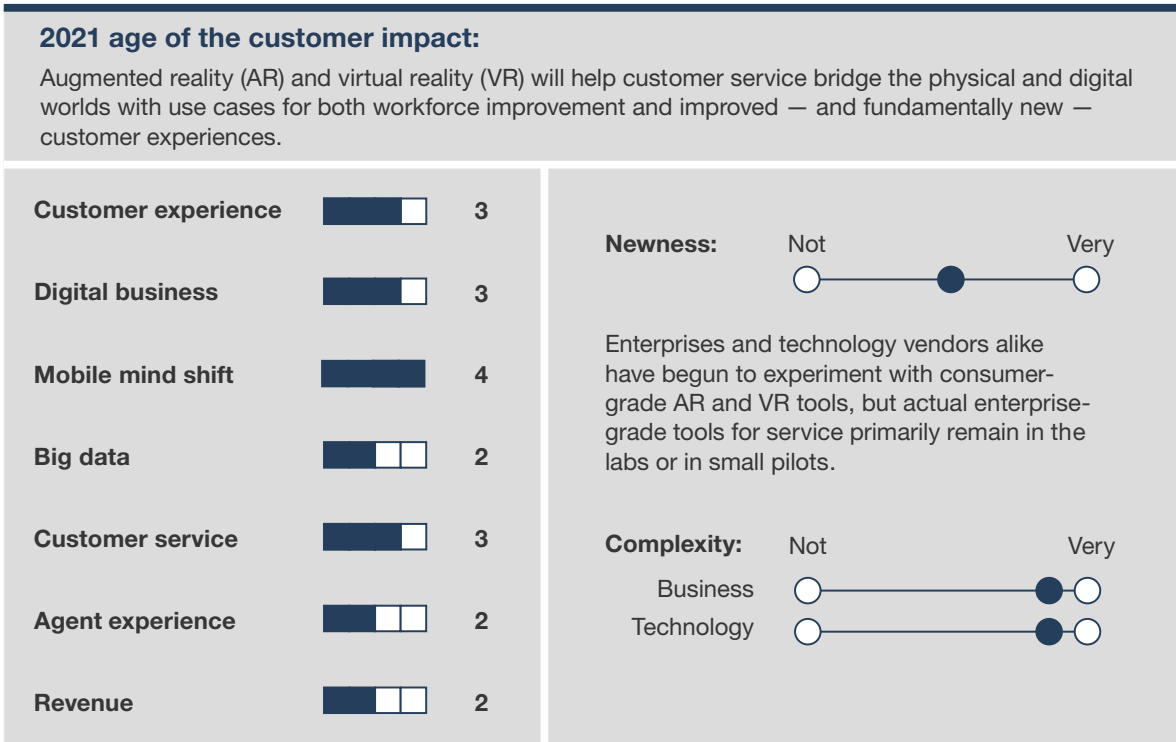
VR will allow customer service agents to project their presence into consumers' worlds and be with them in their moments of need. Both HP and Infosys have AR demos that show how a consumer can take his or her mobile device, hold it over an account statement, and have FAQs and account info show up right on his or her screen.¹⁰ Even before AR and VR equipment gains mainstream adoption, companies will drive new service experiences, such as:

- › **Internal workforce scenarios.** AD&D pros can start trials for AR and VR internally because they can buy the equipment. Genesys, in partnership with the Advanced Computing Research Centre, based at The University of Sheffield, created a VR demo that enabled users to visualize, analyze, and interact with data from five different contact centers in a virtual environment (see Figure 5). “What we were trying to prove is that the standard method of managing five contact centers individually makes no sense. VR allows you to manage them holistically,” according to Genesys Chief Marketing Officer Merijn te Booij.
- › **Business-to-business-to-consumer (B2B2C) use cases.** After exploring purely internal use cases, companies can move on to a consumer-focused use case, albeit one where the company still buys and owns the equipment. A potential example? Rather than have a highly paid loan officer spend the 15 minutes required to explain the process of applying for a mortgage to every interested consumer, create a VR- or AR-based training. Consumers can come into the branch, use the bank's equipment to take the training, and then meet with the loan officer to move to the next steps in the application process.
- › **Extensions of existing consumer experiences.** AR and VR equipment has very low penetration in the consumer market. But consumer interest seems to be on the rise. For example, 36% of US online adults told us they are currently intrigued by the prospect of getting a wearable device; of that group, 25% would be interested in smart glasses.¹¹ As adoption becomes more widespread, companies can create new experiences, such as an extension of the functionality of two-way video with step-by-step AR projections that walk consumers through technical repairs, whether for plumbing, printers, or pasta makers.

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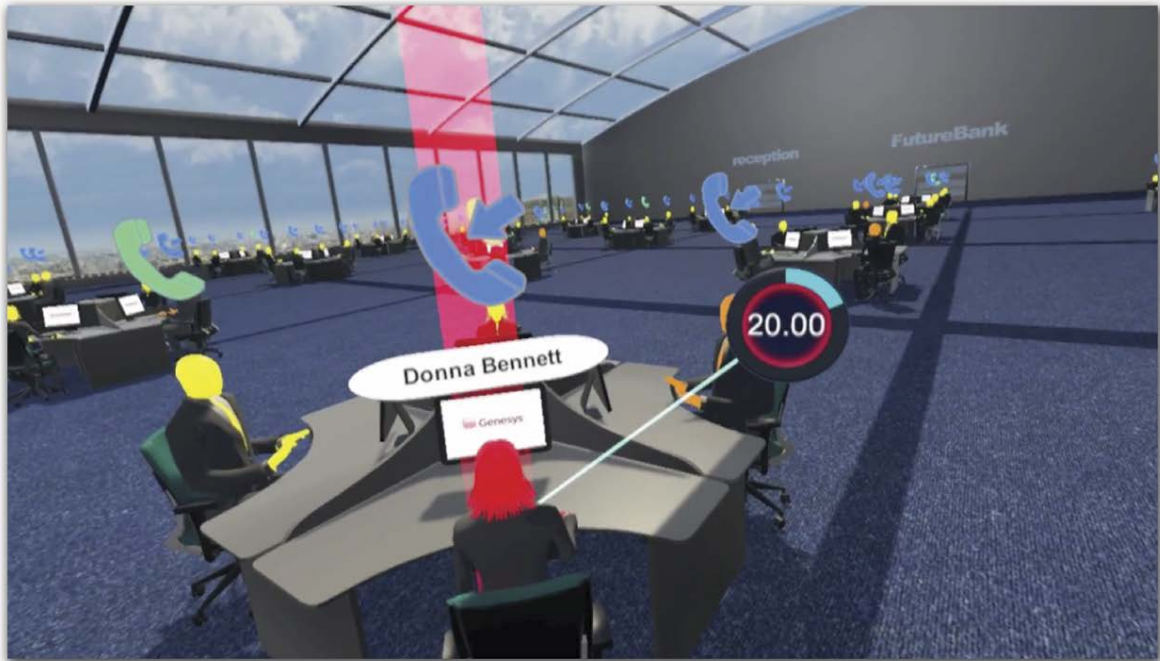
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FIGURE 4 Despite The Complexity, AR And VR Will Drive New Types Of Customer Experiences



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FIGURE 5 Virtual Reality Eases The Management Of Large, Multi-Site Contact Centers

Source: Merijn te Boijj, "NextGen CX: A Future Vision," Genesys G-Force 2015, October 28, 2015

Technology 3: Virtual Assistants Will Carry On Seamless Customer Service Conversations

Tools such as Amazon's Alexa, Apple's Siri, Google Now, and Microsoft's Cortana lead customers to expect that brands can offer them a tool that answers any question at any time. But today's virtual assistants (VAs) in no way fit that bill. Search Siri for "Who is the mayor of Detroit?" and the system will provide a list of web pages, not an actual answer. Then ask, "How old is he?" and Siri will perform a search completely unrelated to the first question. But improvements in speech recognition, natural language understanding, and machine learning will usher in a new class of virtual assistants.

These assistants will be conversational, allowing a consumer to ask a series of questions diving deeper into a topic. They will also be contextual, able to tap into data sources outside of the corporate knowledge base (see Figure 6). VAs will also learn from "watching" agent-assisted interactions. As Matt Dyer, head of consultancy at Sabio, described it, "You'll have a natural language engine sitting behind web chat, learning, so the next time that topic comes up, the virtual assistant will be able to answer it." When you plan for the rollout of this new class of VAs, consider:

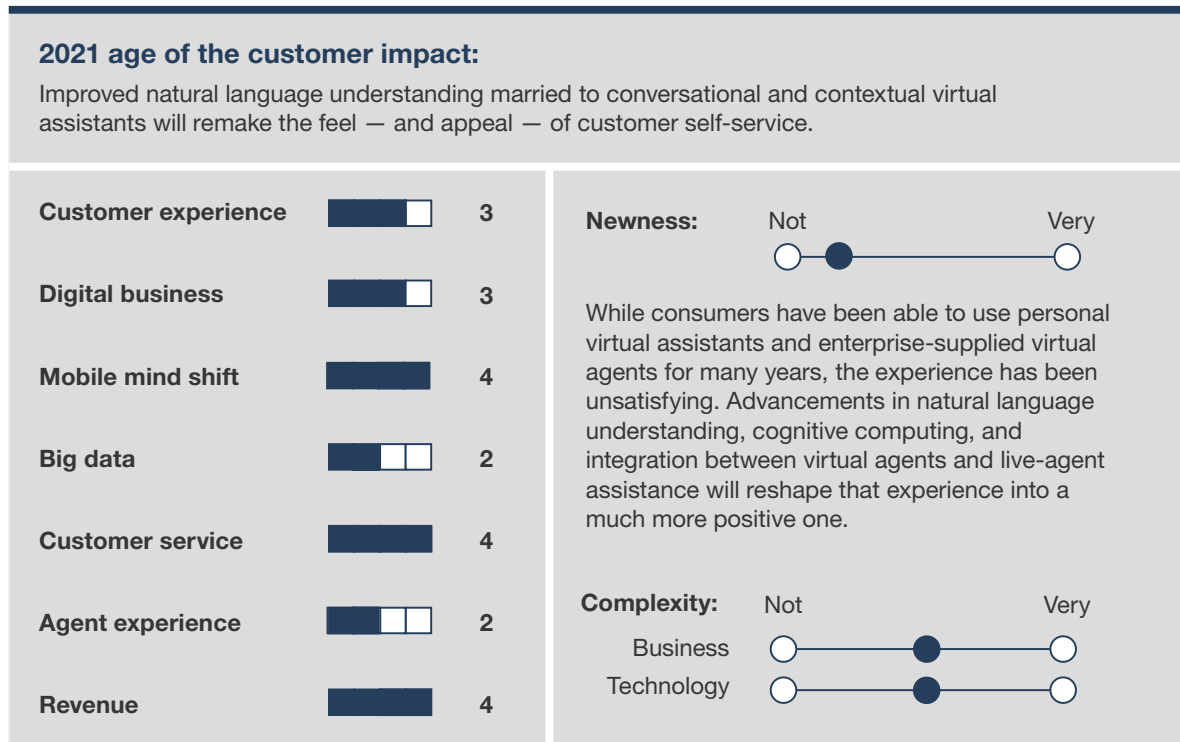
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- › **Whether the VA will be text-only.** Adding speech recognition to a VA adds complexity, but it also adds to the human-like feel that can drive greater consumer acceptance. A new breed of companies has cropped up, designing embeddable, speech-based VA platforms. SoundHound, for example, created the Houndify platform to allow AD&D pros to insert the Hound VA inside of their mobile apps, devices, kiosks, or their own VAs.¹²
- › **Where you will deploy the VA.** Most VAs today live on corporate websites. But with speech-enabled VAs, the options for deployment expand. Mobile applications are an obvious choice. [24]7 can deploy its virtual assistant inside Facebook Messenger, allowing for a self-service experience in the messaging app. Wearables and connected devices could also benefit from a virtual assistant; imagine a virtual assistant in your refrigerator that could both create a shopping list and troubleshoot problems with the appliance. Finally, contact center agents themselves might profit from VAs on their desktops.
- › **Whether the VA will be transactional.** Many VAs today can steer users to the web page that contains the information they need. But AD&D pros could integrate the VAs deeper into websites and apps and allow them to take actions on the user's behalf. For instance, if the VA cannot solve a customer's service query, it could use the information it gathered in its attempt to resolve the issue to open a trouble ticket.
- › **If a vertical-specific VA delivers better experiences.** Siri knows nothing about the financial services industry. But, going forward, vendors with specific industry expertise will help AD&D pros build VAs hardwired with vertical information to better understand customer problems. Kasisto, for example, creates virtual specialists with prebuilt understanding of the financial services market.
- › **How the VA will escalate to agent-assisted service.** Even in 2021, VAs will not gracefully handle all customer service inquiries. So, what happens then? Integrations with agent-assisted channels could allow a seamless transfer from a VA to a live agent. The VA will be able to provide the live agent with all of the context from its interaction with the customer, reducing the need for the customer to repeat information or actions. This, of course, results in lower customer frustration.

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FIGURE 6 Conversational, Contextual, And Speech-Based Virtual Assistants Will Reshape Self-Service**Technology 4: Messaging Will Become A Customer Service Workhorse**

Nearly one in seven people on the planet use the messaging app WhatsApp monthly. Demand for Facebook Messenger lags just behind that, and WeChat sees more than 700 million users every month.¹³ Messaging apps have clearly become mainstream. Customer service application pros have just begun experimenting with ways to use these tools for customer service in industries you might expect, such as telecoms, hospitality, and eCommerce, and some you may not expect, such as railways.¹⁴

As messaging becomes even more central in people's lives through the addition of eCommerce, gaming, and other communications and social networking functions, demand for service in messaging will rise.¹⁵ Messaging has some distinct advantages that should also make it a boon for customer experience (see Figure 7). For example, AD&D pros can embed other channels and functions — such as virtual assistants or shipping trackers — into messaging. Before large contact centers can tackle messaging at scale, however, vendors and AD&D pros alike will need to grapple with the implications of persistent channels like messaging. These include:

- › **The need for a new way to forecast volume and schedule agents.** Contact centers were born in a world of session-based communications, where each interaction had a clear beginning and end. This gave contact centers a wealth of historical information on contact volumes, which they used to

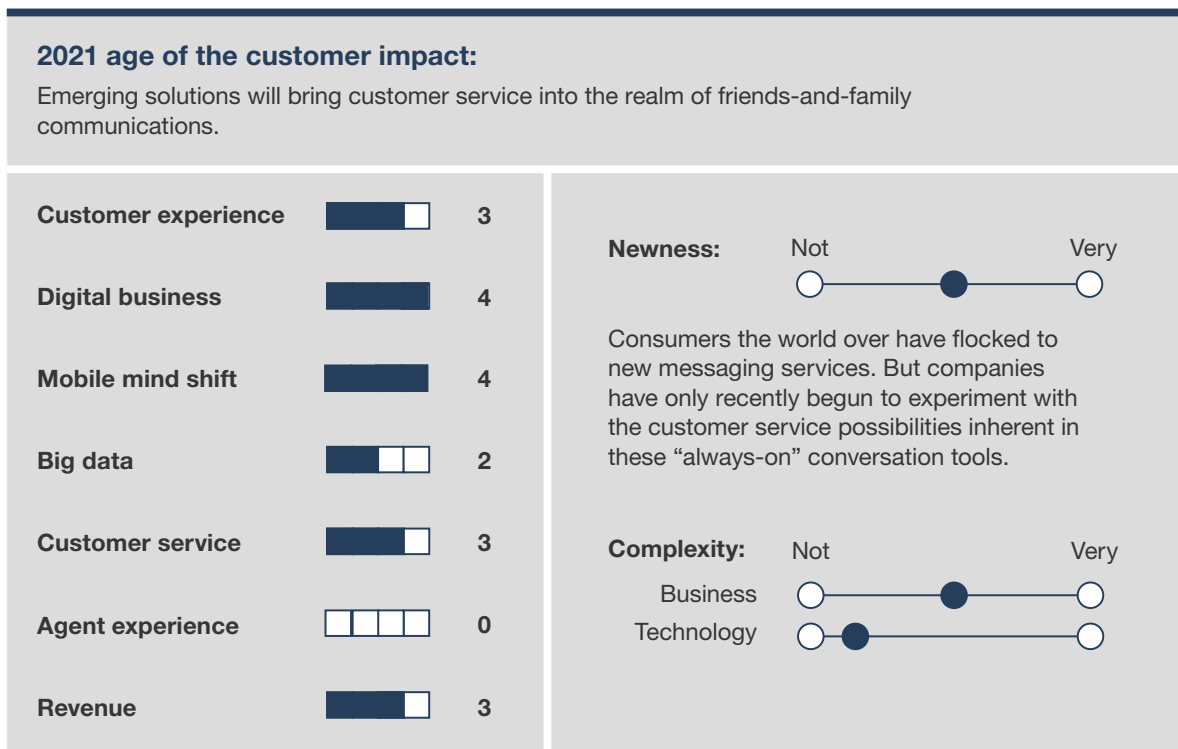
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predict how many agents with each skill they would need at any given time. Persistent messaging apps do not provide that same information because an interaction could span multiple back and forths over multiple hours or even days.

- › **The need for new ideas and processes in routing.** In the same way that forecasting and scheduling become more problematic in a persistent environment, so does matching each piece of work to the best contact center agent. If a customer begins a messaging conversation with agent A but then does not respond for several hours — and agent A is then no longer working — who does the interaction go to? Or what happens if agent A is still on shift but already handling four other customers? Is it better to make the customer wait for agent A for continuity of care or to route him or her to agent B for shorter wait times?

FIGURE 7 Messaging Apps Allow AD&D Teams To Empower Customer-Centric Support



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Technology 5: Connected Devices Will Trigger More Relationship-Driven Service

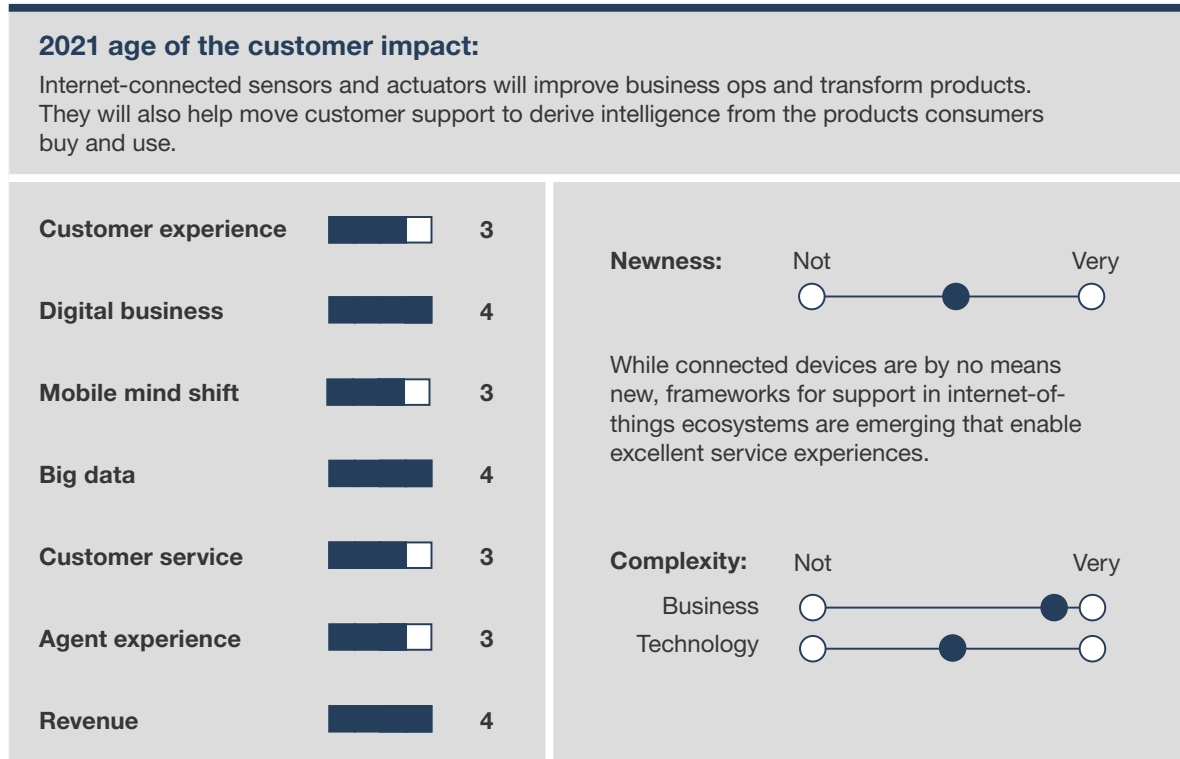
By 2020, the world will have more than 30 billion connected devices.¹⁶ Companies have already begun using information from today's connected devices to preemptively diagnose and fix customer issues. EMC Isilon, for example, monitors its connected, clustered file storage hardware to minimize downtimes, and it provides mission-critical customer support to customers like Harvard Medical School, Jaguar, Land Rover, and Viacom.¹⁷ In the next five years, customers will begin to expect this preemptive idea of service.

By 2021, the internet of things (IoT) will have transformed many companies from being products-based to services-based (see Figure 8). Rolls-Royce has been pioneering this model by shifting away from selling aircraft engines and parts to leasing them as a service through its "Power-by-the-Hour" program. Rolls-Royce uses real-time in-flight data and analytics to optimize maintenance and maximize revenue.¹⁸ This exemplifies two shifts that connected devices will cause in the customer service world:

- › **Customers will place stronger emphasis on relationships.** As with the Rolls-Royce example, the IoT revolution enables many brands to shift to a subscription model. But that model demands a new, relationship-centric approach to customer relations and service. Today, only 10.6% of companies regularly collect data from connected devices to improve customer service.¹⁹ In order to provide the relationships that customers will look for, that monitoring — and the preemptive service it drives — will become much more common by 2021.
- › **Companies will place a stronger emphasis on linking field service to contact centers.** Truck rolls of field service personnel are expensive. AD&D pros working with new streams of data from connected devices will have the opportunity to reduce those costs by arming contact center agents with tools to do more precise troubleshooting. The agents can either resolve the issue with the customer — potentially using video chat and/or augmented reality tools — or better prepare the field service teams to solve the problem when they get on site.

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FIGURE 8 Connected Devices Will Drive Relationship-Based Commercial And Service Models**Recommendations**

Stoke Your Company's Appetite For Emerging Tech

Several of the emerging technologies do not even appear in our “TechRadar™ For AD&D Pros: Contact Center Solutions For Customer Service, Q1 2015” Forrester report.²⁰ And we’ve described some technologies in that report, including video chat and virtual assistants, in a significantly different way than their future incarnations will look. But the velocity of technological change will likely outstrip your organization’s desire to invest in unproven technologies. You need to lead the effort to make such investments an imperative for your company’s ability to differentiate with customer service. To get started, customer service application pros should:

- › **Use the AGE gauge.** You’ll need some way to prioritize your resource investment in these technologies. The “Use The AGE Gauge To Evaluate New Customer Service Technologies” Forrester report should become a core part of that decision framework.²¹ Borrowing from the age-of-the-customer concept, we’ve created AGE as a simple mnemonic; it stands for ambient knowledge, guided process, and embedded service experiences. This gauge will help you make your first battles ones that you can win.

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- › **Take a more expansive view of service.** These new technologies can greatly improve post-sales customer service — the standard domain of the contact center. But they can also greatly improve both the pre-sales and onboarding service experiences. Imagine a conversational virtual assistant that helps teach customers who just bought a new mobile phone how to use it and get the most out of the applications available for it. Those onboarding interactions will bolster customer loyalty and will also reduce the need for customer service down the line. This more expansive view will help you craft more captivating business cases.
- › **Give your business a safe place to experiment.** New modes of customer service powered by new technologies require new processes. Recognize that your business needs to experiment to find the best processes and experiences. Create environments and processes that favor risk taking, rapid change, and incremental, minimum viable product-like releases. This also allows you to start with a lower cost basis.

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Supplemental Material

Companies Interviewed For This Report

[24]7

Facebook

Aivo

Genesys

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HP	Sparkcentral
Hyatt	Support.com
Kasisto	Time Warner Cable
Pella Corporation	UserCare
Sabio	

Endnotes

- ¹ Source: Kate Cox, “Comcast User’s Bot Tweets At Comcast Whenever His Internet Speed Gets Too Slow,” Consumerist, February 1, 2016 (<https://consumerist.com/2016/02/01/comcast-users-bot-tweets-at-comcast-when-ever-his-internet-speed-gets-too-slow/>).
- ² Source: Forrester’s Global Business Technographics® Priorities And Journey Survey, 2016.
- ³ Source: Patrick Vlaskovits, “Henry Ford, Innovation, and That ‘Faster Horse’ Quote,” Harvard Business Review, August 29, 2011 (<https://hbr.org/2011/08/henry-ford-never-said-the-fast>).
- ⁴ In the age of the customer, customer service must be a cornerstone of a company’s customer experience strategy. Customer service application pros must invest in modernizing their technology, and doing so requires a sound business case. This report, which is part of Forrester’s contact centers for customer service playbook, addresses the four critical questions that every business case must answer: What are the business benefits? What is the impact on project costs? How will future initiatives benefit from this project? And how will we mitigate risks? See the “[Win Funding For Your Customer Service Project](#)” Forrester report.
- ⁵ The German postal systems — the Reichspost — opened the first commercial video chat service in 1936. It initially operated between Leipzig and Berlin and lasted only four years. Source: R.W. Burns, Television: An International History of the Formative Years, The Institution of Engineering and Technology, 1997.
- ⁶ For examples of brands offering video chat today, see the “[See Me, Serve Me: Video Chat For Customer Service Starts To Take Hold](#)” Forrester report.
- ⁷ Source: Julia Neary, “Welcome to the Modern Service Experience,” Modern Service Experience Conference presented by Oracle, April 26, 2016.
- ⁸ Source: Rupert Jones, “Barclays rolls out face-to-face video banking,” The Guardian, November 30, 2014 (<http://www.theguardian.com/business/2014/nov/30/barclays-roll-out-face-to-face-video-banking>).
- ⁹ An AR nonprofit group projects that the shipments of smart glasses will hit 1 billion around 2020, which will surpass the shipments of mobile phones by 2025. Source: Paul Lamkin, “Smartglasses to be more popular than smartphones within 10 years,” Wareable, February 2, 2015 (<http://www.wareable.com/smartglasses/smartglasses-to-be-more-popular-than-smartphones-within-10-years-777>).

For details on how smart glasses will improve employee performance, see the “[How Enterprise Smart Glasses Will Drive Workforce Enablement](#)” Forrester report.

For more on other efforts to create interest in AR and VR, preview the sources provided. Source: Jeff Grubb, “Microsoft: ‘VR is beautiful for gaming’ but HoloLens is a ‘new paradigm’ for information,” VentureBeat, April 6, 2016 (<http://venturebeat.com/2016/04/06/microsoft-vr-is-beautiful-for-gaming-but-hololens-is-a-new-paradigm-for-information/>); Mike Murphy, “Samsung doubles down on VR and says it’s going to build another, phone-free headset,” Quartz, April 28, 2016 (<http://qz.com/672593/samsung-doubles-down-on-vr-and-says-its-going-to-build-another->

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phone-free-headset/); and Daniel Terdiman, "How Facebook's Social VR Could Be The Killer App For Virtual Reality," Fast Company, April 13, 2016 (<http://www.fastcompany.com/3058914/how-facebooks-social-vr-could-be-the-killer-app-for-virtual-reality>).

¹⁰ Source: "Innovation Wall," Infosys (<https://www.infosys.com/about/innovation-wall/Pages/augmented-reality.aspx>) and Rohit Roy, "HP Software Updates their Augmented Reality Application, Aurasma," MarTech Advisor, March 21, 2016 (<http://www.martechadvisor.com/news/cloudiaaspaas/hp-software-updates-their-augmented-reality-application-aurasma/>).

¹¹ Source: Forrester's Consumer Technographics North American Consumer Technology, Media, And Telecom Survey, Q1 2016 (US).

¹² In addition to SoundHound, other startups are also tackling the idea of embeddable, conversational, and contextual VAs. Viv Labs, founded by some of Siri's initial creators, is working on a VA that will also be open to third-party developers. Source: Sarah Perez, "Viv, Built By Siri's Creators, Scores \$12.5 Million For An AI Technology That Can Teach Itself," TechCrunch, February 20, 2015 (<http://techcrunch.com/2015/02/20/viv-built-by-siris-creators-scores-12-5-million-for-an-ai-technology-that-can-teach-itself/>).

¹³ Source: Ken Yeung, "WhatsApp passes 1 billion monthly active users," VentureBeat, February 1, 2016 (<http://venturebeat.com/2016/02/01/whatsapp-passes-1-billion-monthly-active-users/>); Leena Rao, "Facebook Messenger Hits 900 Million Users," Fortune, April 7, 2016 (<http://fortune.com/2016/04/07/facebook-messenger-900-million/>); and "WeChat breaks 700 million monthly active users," Business Insider, April 20, 2016 (<http://www.businessinsider.com/wechat-breaks-700-million-monthly-active-users-2016-4>).

¹⁴ Hyatt Hotels has begun to use Facebook Messenger for support and has seen rapid uptake from its customers. Source: Jessi Hempel, "The Hip New Way To Complain To A Business: Facebook Messenger," Wired, January 26, 2016 (<http://www.wired.com/2016/01/why-facebook-messenger-for-businesses-is-about-to-kill-it/>).

Sprint has also ramped a customer service program using Messenger. Source: "How Sprint Successfully Serves their Social Customers," Conversocial (http://www.conversocial.com/hubfs/Sprint_Casestudy.pdf).

Online retailer Everlane was one of the first brands to open up a Messenger-based customer service function. Source: Suzanne Barnecut, "Getting up close and personal with customers on Facebook Messenger," Zendesk blog, January 7, 2016 (<https://www.zendesk.com/blog/everlane/>).

Although its service volumes are much lower, UK rail operator Great Western Railway has also opened customer service communications through Messenger. And it plans to expand its program by allowing customers to click on a Messenger button inside of emails to move the conversation to a more "real-time" channel. Source: Chantal Tode, "Great Western Railway receives 4,731 customer inquiries on Facebook Messenger," Mobile Marketer, April 20, 2016 (<http://www.mobilemarketer.com/cms/news/messaging/22675.html>).

¹⁵ Source: Hilary Milnes, "'In China you have to use it': How WeChat is powering a mobile commerce boom," Digiday, October 26, 2015 (<http://digiday.com/brands/wechat-mobile-commerce/>).

¹⁶ Source: "More Than 30 Billion Devices Will Wirelessly Connect to the Internet of Everything in 2020," ABI Research press release, May 9, 2013 (<https://www.abiresearch.com/press/more-than-30-billion-devices-will-wirelessly-conne>).

¹⁷ EMC Isilon, a division of EMC, sells clustered file storage hardware and software. It remotely monitors events and alerts from its installed products in real time. Upon receiving an alert, for example, from a failing disk drive, engineers diagnose the issue remotely and dispatch replacement parts if needed. By leveraging its connected product infrastructure and proactive notifications, EMC optimizes the time-to-resolution of issues and reduces downtimes. See the "[Modernize Your CRM In Six Steps](#)" Forrester report.

¹⁸ Source: "Rolls-Royce: Britain's lonely high-flier," The Economist, January 8, 2009 (<http://www.economist.com/node/12887368>).

Plan Now For Customer Service In 2021

Explore Five Technologies To Transform Customer Care Over The Next Five Years

¹⁹ Source: “2016 Global Contact Centre Benchmarking Report,” Dimension Data (<http://www.dimensiondata.com/Global/Global-Microsites/CCBenchmarking>).

²⁰ Across all industries, organizations have made cementing customer relationships through improved customer engagement, loyalty, and experience a top priority. To achieve this goal, however, these organizations must make sense of a broad and diverse customer service technology landscape. The growing importance of social computing and the ongoing mobile mind shift in the consumer realm have only made this more challenging, as have ongoing technology vendor consolidation, increased adoption of cloud delivery models, and evolving categories of analytics tools. Customer service professionals and their AD&D colleagues must balance efficiency and effectiveness goals, as well as customer experience and total cost of ownership, when selecting technologies designed for customer care processes. This report, part of the contact centers for customer service playbook, defines the use cases, business value, and outlook for 24 categories that comprise the extended contact center technology ecosystem. See the “[TechRadar™ For AD&D Pros: Contact Center Solutions For Customer Service, Q1 2015](#)” Forrester report.

²¹ Customers — particularly Millennial customers — have expanded their use of digital customer service channels. AD&D pros must make technology investments that support the increasing use of these digital channels. This report outlines a simple-to-remember gauge for AD&D pros to use in evaluating new technologies for their focus on customer obsession. See the “[Use The AGE Gauge To Evaluate New Customer Service Technologies](#)” Forrester report.

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