



**Gartner®**

# Head of Customer Service & Support Leadership Vision 2022

**3 Strategic Actions for Success**

### From Chris Howard, Chief of Research, Gartner

As we head into 2022, we continue to feel the human toll of the global pandemic, but we already know it has been a watershed period in which attitudes and norms have permanently shifted — in our everyday lives and at work.

Living through COVID-19 has increased social awareness — as have growing demands for equity for those who are underrepresented.

Businesses have also changed. For many organizations, the pandemic has catalyzed digital business initiatives as we adapt to the demands of employees, customers and other stakeholders, who were forced into new digital options that they have now come to favor.

B2B purchasers are happy to buy digitally, without a sales representative; B2C consumers are buying off social media platforms; employees are physically distributed and communicating asynchronously — and IT infrastructures must secure the organization despite this “anytime, anyway, anywhere” way in which we’re operating.

---

You and your team may be burning out, and it’s never been more important to prioritize your time and energy.

---

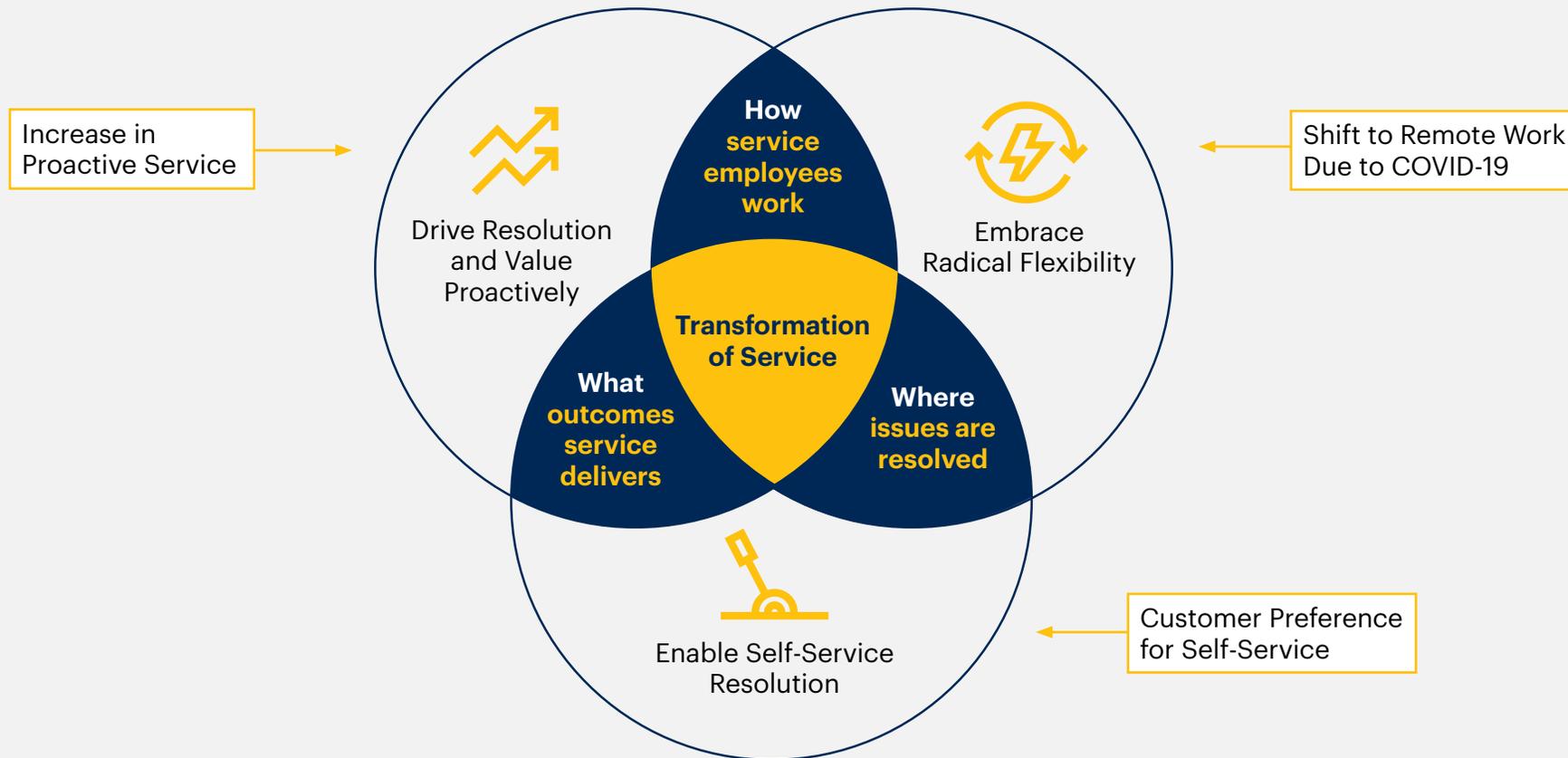
In your role as a leader, you’ve now spent months adapting to change and delivering new solutions at speed. You and your team may be burning out, and it’s never been more important to prioritize your time and energy. To help with that, Gartner Leadership Vision provides top-level guidance to leaders and their teams on where to focus — based on our data-driven research.

We’re providing detailed insights to our clients across dozens of roles, and we’re now excited to share excerpts with the business community beyond our clients. We hope this will help you to focus discussions with your teams, peers and other leaders, so you can more quickly and effectively diagnose priorities and actions, especially as you solidify your strategic plans for 2022.



**Chris Howard**  
Chief of Research, Gartner

# Categorical Shifts in Customer Service



# Trends, Challenges, Actions for the Customer Service & Support (CSS) Leader



## Increase in proactive service

**60%** of service leaders state that their customer service function uses proactive service to resolve customer issues. But **85%** of customers end up reaching out to customer service after proactive outreach.



## CSS leader challenges

Despite the rise in proactive service, resolution isn't happening faster.



## CSS leader actions

Use dynamic customer engagement to improve proactive resolution rates, boosting loyalty and revenue.



## Shift to remote work

By the end of 2020, **81%** of reps were working remotely, up from just **14%** before the pandemic. Almost **70%** of service employees state that they would prefer to keep working remotely at least once a week post-COVID-19.



Service reps don't want to return to less flexible prepandemic work conditions.



Transform talent strategy to offer greater flexibility.



## Customers prefer self-service

**59%** of customers prefer to resolve their issues without contacting a customer service rep. But only **13%** of customers are successfully contained within self-service, because their problem resolution journey breaks down.



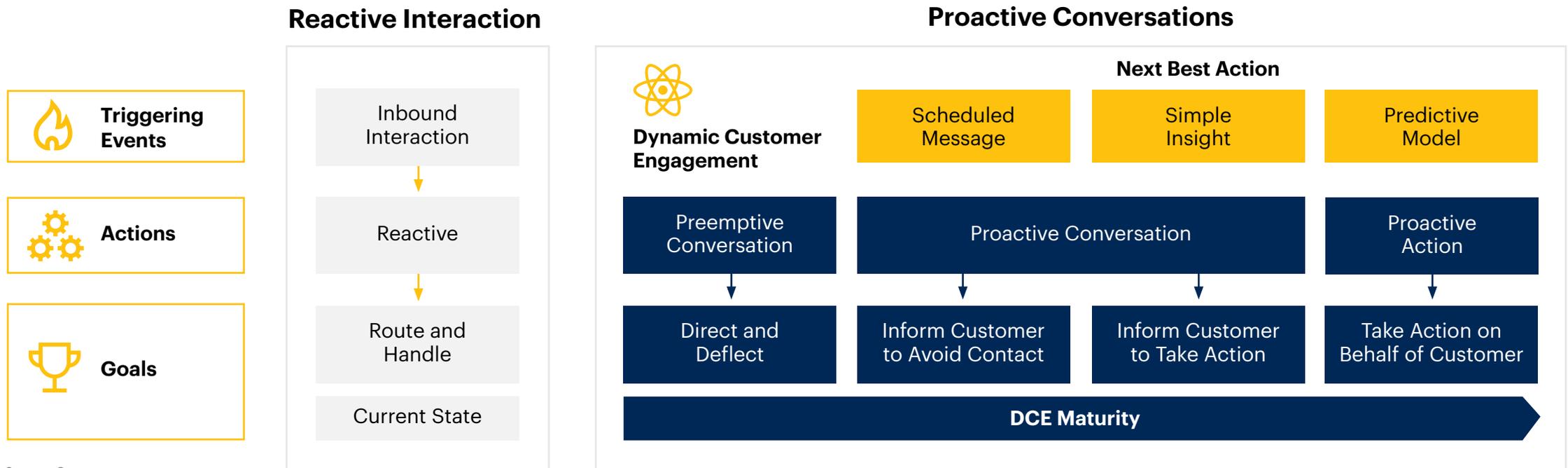
Customers want self-service and CSS isn't delivering all that's needed.



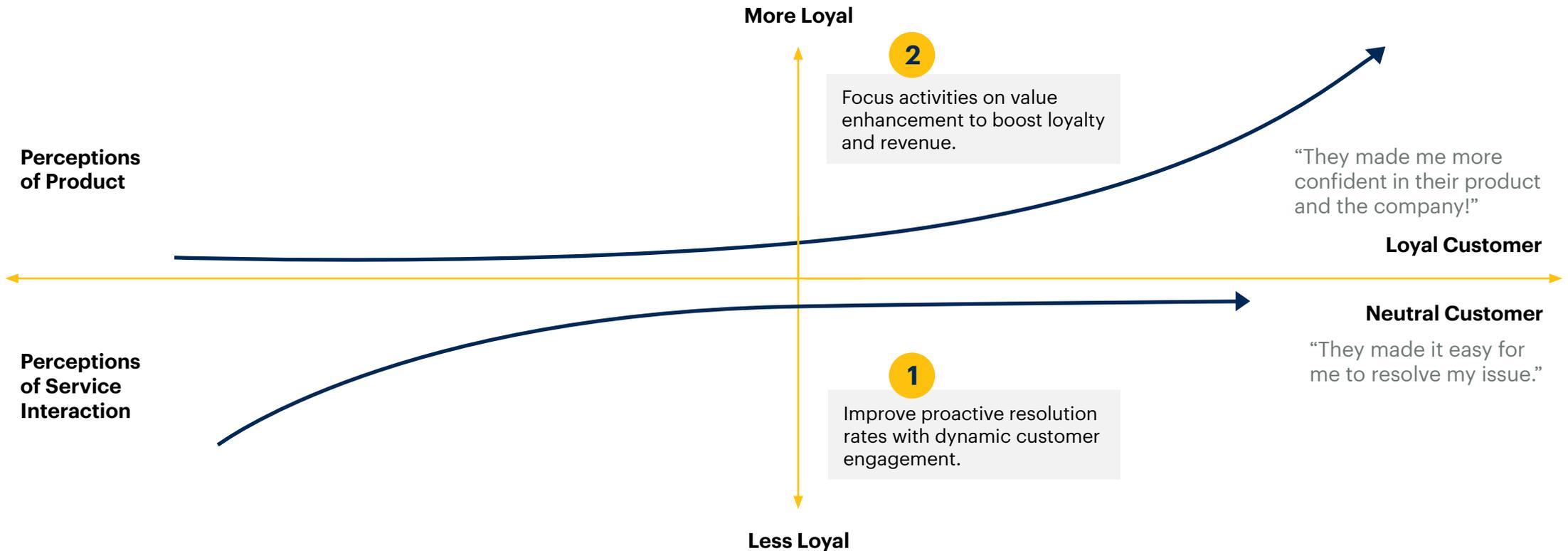
Orchestrate self-service journeys from search to resolution.

# Use Dynamic Customer Engagement (DCE) With the Right Information to Improve Resolution Rates ...

**A DCE strategy allows service leaders to route customers to their next best action through the appropriate channel – and equip them with the right information to easily resolve their issues.**



# ... And Realize the Full Benefits of Proactive Service: Incorporate Value Enhancement to Boost Loyalty and Revenue



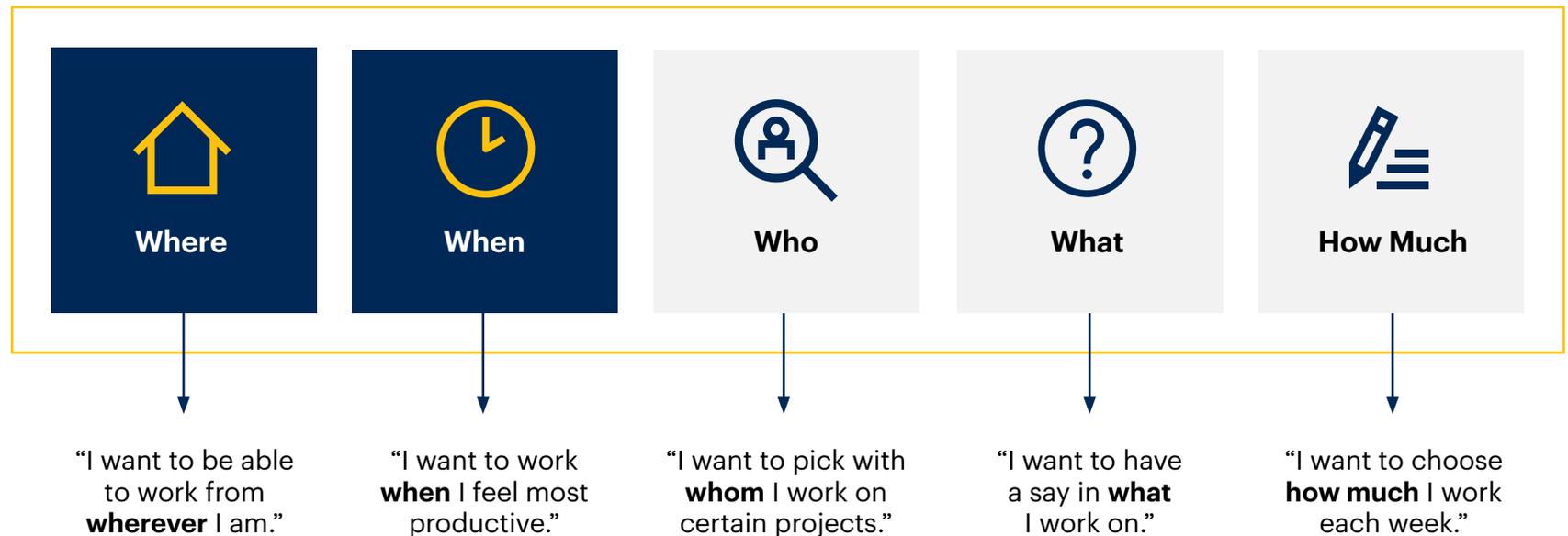
Source: Gartner

# Transform Your Talent Strategy to Offer Greater Flexibility

## Office-Centric Design



## Radical Flexibility



# Orchestrate Self-Service Journeys From Search to Resolution

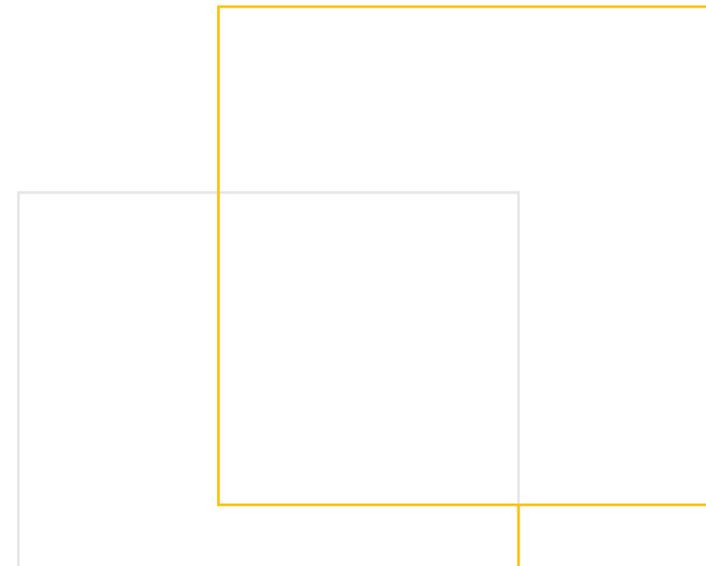


# Recommended Actions

Fix what is broken with today's proactive service strategies by **employing dynamic customer engagement** to improve issue resolution and deploying proactive service for activities that drive value enhancement and customer loyalty.

**Reimagine their work design** to allow for radical flexibility.

Invest in initiatives to **improve SEO, site navigation and channel guidance** that will drive greater self-service resolution.



# Actionable, objective insight

Explore these additional complimentary resources and tools for customer service and support leaders:

 <p><b>Research</b> The Customer Service Experience</p> <p>Learn what top trends, channels and behaviors to watch in 2022.</p> <p><a href="#">Download Research</a></p>	 <p><b>Research</b> Build a Better Strategic Plan for Your Function</p> <p>Turn your strategy into action with our tools and templates.</p> <p><a href="#">Download Templates</a></p>	 <p><b>Resource Hub</b> Future of Work Reinvented</p> <p>Reinvent where, when and how you work to maximize employees' engagement and productivity.</p> <p><a href="#">Learn More</a></p>	 <p><b>Journal</b> Gartner Business Quarterly</p> <p>Stay up to date with the most compelling research on organizational issues that cut across the C-suite.</p> <p><a href="#">Download Now</a></p>
--	--	---	---

Already a client?  
Get access to even more resources in your client portal. [Log In](#)

# Get More.

Get actionable, objective insight to deliver on your most critical priorities. Our expert guidance and tools enable faster, smarter decisions and stronger performance. Contact us to become a client:

**U.S.:** 1 855 811 7593

**International:** +44 (0) 3330 607 044

[Become a Client](#)

**Learn more about Gartner for Customer Service & Support Leaders**

[gartner.com/en/customer-service-support](https://gartner.com/en/customer-service-support)

**Stay connected to the latest insights**

