

The Forrester Tech Tide™: Contact Center Technologies For Customer Service, Q1 2021

Twenty Technologies Underpin Customer Service

by Kate Leggett, Ian Jacobs, Art Schoeller, and Vasupradha Srinivasan
January 19, 2021

Why Read This Report

Customer service is increasingly critical to firms' ability to win, serve, and retain their customers. To accelerate their performance in customer service, companies are evaluating and adopting a range of contributing technologies. This Forrester Tech Tide™ report presents an analysis of the maturity and business value of the 20 technology categories that support customer service. Customer service leaders should read this report to shape their firm's investment approach to these technologies.

Key Takeaways

Digital Channels Continue To Mature And Expand

Customer service organizations must be agile enough to react to customers' changing expectations for service. Firms are improving digital channels by broadening the actual number of channels supported and adding more capabilities like asynchronous messaging.

Automation And AI Infuse Customer Service Applications

Customer service technologies are increasingly embedding AI and automation to streamline and optimize operations. This allows agents to focus on complex work and nurture customer relationships.

Workhorse Technologies Persist — And Overlap

Eight of the 20 technologies in this Tech Tide are mature and foundational to customer service operations. Yet vendors continue to evolve these technologies, often growing their feature sets into adjacent technology categories.

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January 19, 2021

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Related Research Documents

- [The Forrester New Wave™: Digital-First Customer Service Solutions, Q2 2020](#)
- [The Forrester Wave™: Contact Center Interaction Management For Midsize Contact Centers, Q3 2016](#)
- [The Forrester Wave™: Workforce Optimization Suites, Q3 2016](#)
- [The Three Customer Service Megatrends In 2020: Fuse AI And Agents To Drive Better Experiences](#)



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Leverage Contact Center Technologies For Customer Service Success

Ease, effectiveness, and emotion are what drive great customer service.¹ For many companies, these are the cornerstones of their customer experience strategy. And while good customer service helps control costs, it's the potential for sustainable top-line growth and customer loyalty that really interests company executives.

Customer service leaders know that great customer service isn't just about making current operations more efficient. Instead, it's a systematic reinvention of established technology, data, design, and operations — leveraging automation, data, and agents together to exploit each of their unique strengths. Customer service organizations must be agile enough to react to customers' changing expectations for service. They need to:

- **Meet customers' demands for anywhere, anytime service.** Customers are increasingly using self-service tools as a first point of contact.² Customer service organizations must support customers over a broad array of voice, digital, visual and social channels. They must make interactions as frictionless as possible; for example, by suggesting a video chat to see a product defect instead of listening to the customer describe the issue. They must also support customers in their end-to-end journeys without loss of context as customers transition between channels.
- **Add AI to automation to improve operations.** Customer service organizations must leverage AI and automation to offload repetitive work from agents. This allows operations to manage the rising tide of customer inquiries and preserve customer satisfaction without the need to add agent headcount. For example, AI-powered automation and routing improves agent performance by reducing errors, improving quality and speed, and in some cases, realizing outcomes that go beyond human capabilities.³
- **Humanize operations to enhance the customer experience.** Customers typically use live agent support for more complex issues like a claims dispute or product error that requires diagnosis. These inquiries take longer to resolve and require skilled agent resources to solve the issues and temper customer frustration after having tried and failed to self-serve. Customer service leaders must make these human moments matter, as, in an increasingly digital world, there are few opportunities to build positive emotional experiences in customer relationships.
- **Transform their workforce to future-proof their operations.** Automation and AI will affect all jobs within the contact center. AI will peel off routine tasks, with agents dedicated to customer exceptions and escalations. These agents will be more highly skilled and better tuned for empathy, better trained, and better compensated. Lower-tier agents will be repurposed to manage automation — for example, supervising the learning of chatbots or creating self-service content. In addition, new jobs are appearing, such as conversational designers to script automated dialogs and data scientists and engineers to implement and tune AI algorithms.

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Curate A Set Of Technologies That Enable Customer Service

Forrester surveyed technology decision-makers, suppliers, and other subject-matter experts in our search for the most important customer service technologies. Each of the technology categories analyzed in this Forrester Tech Tide meets three criteria and:

- **Is an important contributor to customer service.** Contact center technologies allow enterprises to deliver service consistently across communication channels, enable agents to follow consistent processes, and comply with policy. They embed automation and AI, which allow enterprises to make workforces more productive and to deliver service in line with customer expectations, garnering their satisfaction and brand loyalty.
- **Is commercially available at enterprise scale.** The vendors that offer these 20 technologies vary in size, regional focus, and market approach, but enterprises can deploy them across their global operations. The vendors that support these technologies either have or can support enterprisewide deployments.
- **Has (or will have) market traction.** Some technologies in this report have a long legacy of enterprise adoption, while others are emerging. The technologies with market traction have strong vendor and user ecosystems. They solve key business challenges around queuing and routing of incidents, optimizing agent workforces, and enabling organizations to deliver consistent service across communication channels. We expect that the emerging technologies will have similar ecosystems and solve similar challenges over time.

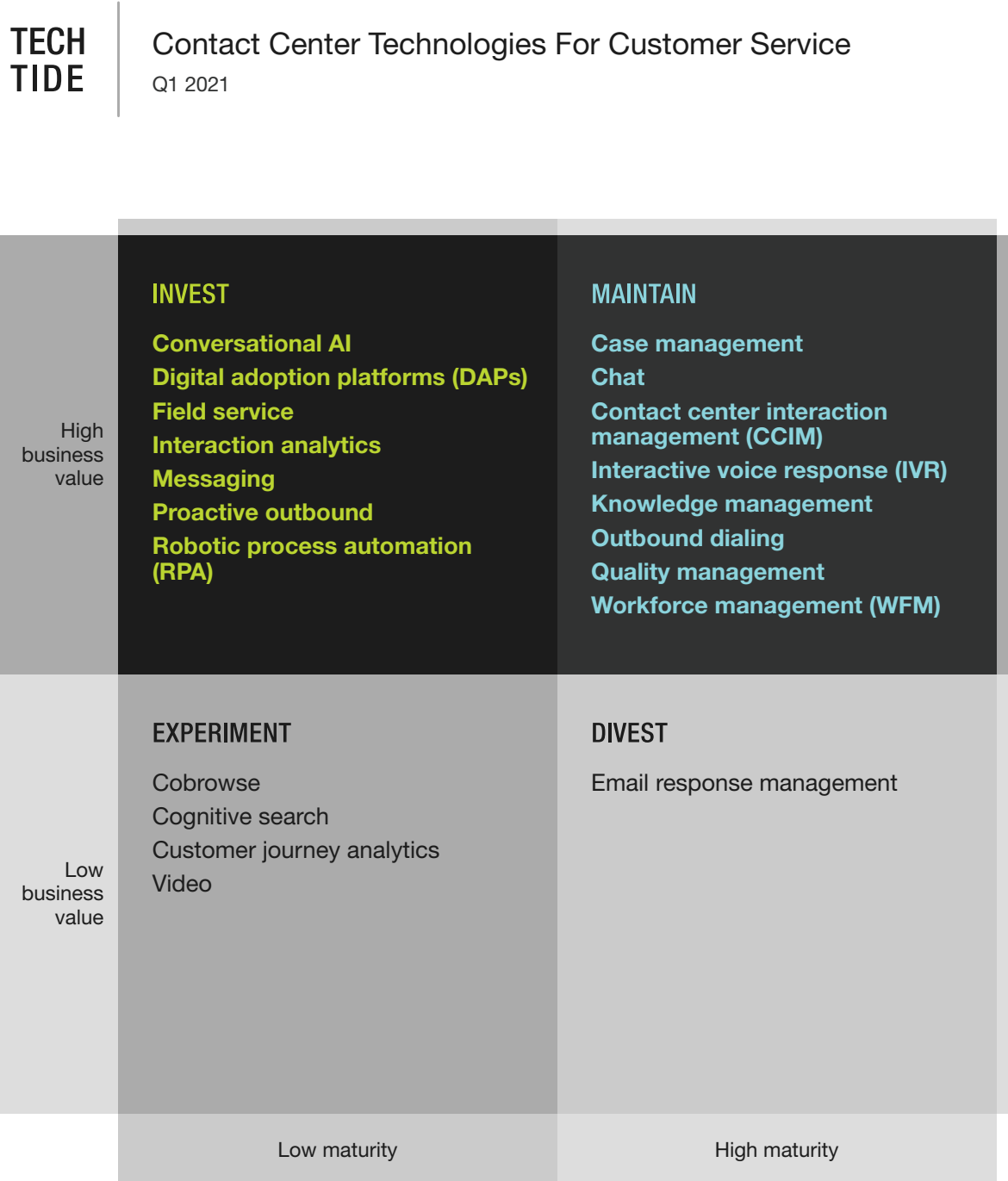
Select Customer Service Technologies That Offer High Business Value

The central 2x2 graphic offers a summary of the state of the technology categories that make up customer service (see Figure 1).⁴

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FIGURE 1 Tech Tide™: Contact Center Technologies For Customer Service, Q1 2021



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Evaluate Business Value And Maturity For Each Customer Service Technology

We plot the categories on two dimensions:

- **Business value.** This is the expected business return on technology investment over the reasonable lifetime of the technology. Some customer service technologies are common “utilities,” such as quality management or interactive voice response (IVR), that don’t require much business case development. The value of other technologies, such as video or messaging, is harder to quantify, as they require targeting specific agent roles or use cases to help build the case for investment.
- **Maturity.** This is the current state of the technology in the category, characterized by variables like rate of product innovation, nature of the dominant vendors in the market, adoption by enterprise customers, and other relevant indicators of the readiness or ripeness of the technology.

Determine Strategies For Service Technology Based On Business Value And Maturity

The business value and maturity dimensions, in turn, position each category in one of four quadrants:

- **Experiment.** Low maturity and low business value characterize technologies in the Experiment zone. Most enterprises should limit their exposure to these technologies to bounded experiments, waiting for the expected business value of these newer categories to improve before investing.
- **Invest.** Low maturity and high business value characterize technologies in the Invest zone. These new technologies have ripened to the point where enterprises can confidently invest.
- **Maintain.** High maturity and high business value characterize technologies in the Maintain zone. These are the bread-and-butter technologies that most enterprises rely on to run their business. They’re generally stable, well-understood technologies that continue to have high returns to the business. Most enterprises should maintain their installations and usage of these technologies.
- **Divest.** High maturity and low business value characterize technologies in the Divest zone. These older technology categories have reached a point where their business value has dropped. Most enterprises should be looking for newer, higher-value replacements and divesting from these categories.

Invest In And Maintain Service Technologies With High Business Value

AI and machine learning continue to be the driving forces behind the changes in all aspects of customer service technology. They help streamline inquiry capture and resolution; automate repetitive, onerous tasks that kill agent productivity; and fuel automated customer conversations. AI-infused technology optimizes agent schedules and makes field operations more efficient. It extracts useful information from voice and digital conversations, images, and machine-to-machine communications to surface trends, issues, and customer sentiment that may affect customer retention and loyalty.

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In mapping the futures of the technology in the customer service ecosystem, we found that:

- **New channels are adopted, but old ones refuse to die.** The pandemic has fueled the deployment of synchronous and asynchronous digital channels for customer service as firms attempt to offload spikes in voice calls. On the other hand, legacy channels, such as email, remain in wide use, even though more immediate communication channels offer better experiences.
- **Automation does best when connected to humans.** Automation and AI require supervision. Today, they adequately handle routine tasks. But agents need to be involved in all steps of automation, from helping train models to supervising their performance and handling escalations when automation fails. This isn't yet common. Organizations must leverage the strengths of automation and agents together to deliver differentiated experiences. AI without humans isn't actually intelligent, and humans sans AI are hobbled in their efforts to provide empathetic service at enterprise scale.
- **Workhorse technologies hang in there.** Many of the technologies in the Maintain quadrant form the backbone of contact center operations. These include contact center interaction management (CCIM), workforce management, IVR, quality management, and case management. Although these technologies are mature, vendors invest in evolving them, often growing their feature set into adjacent technology categories.
- **Cloud is a given, not an option.** Enterprise concerns about the security, reliability, and scalability of cloud solutions are in the rearview mirror. Enterprises that demand on-premises solutions are now the exception rather than the rule. Every vendor in this Tech Tide offers cloud or hosted technology solutions.

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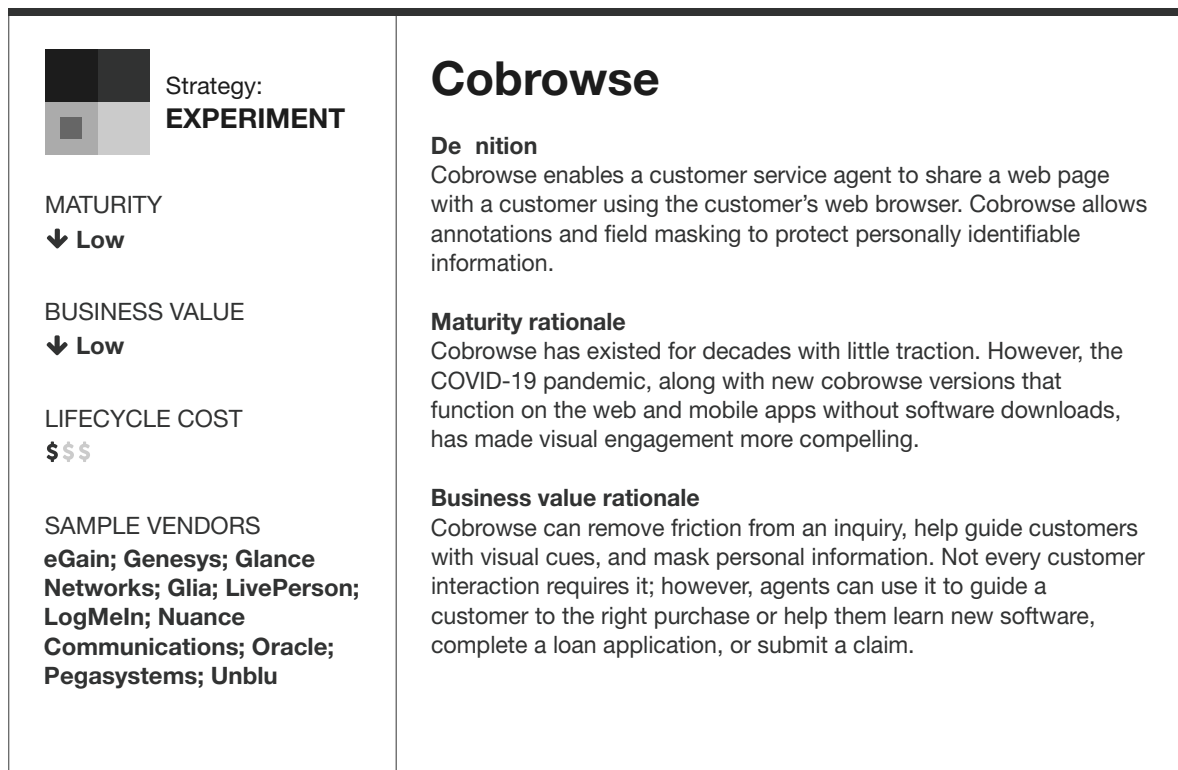
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Experiment With Cobrowse, Search, Journey Analytics, And Video

Four customer service technologies fall into the Experiment quadrant of the Tech Tide, with low maturity and low current business value. These technologies don't have wide adoption yet, but we expect them to grow for three reasons: 1) Better search improves customer and agent experiences; 2) immersive technologies like cobrowse and journey analytics provide outside-in perspectives; and 3) video makes certain customer interactions more effective.

Cobrowse

Modern cobrowse solutions that work on computing devices, including mobile, have increased appeal in pandemic times, where digital-first engagement dominates (see Figure 2). Cobrowse solutions are typically part of a broader digital engagement suite that allows agents to share documents and navigate complex experiences with customers. However, respondents to our Tech Tide survey had mixed opinions about the business value of this technology, with concerns about its integration into older technology and its ability to work on mobile devices.⁵

FIGURE 2 Experiment: Cobrowse

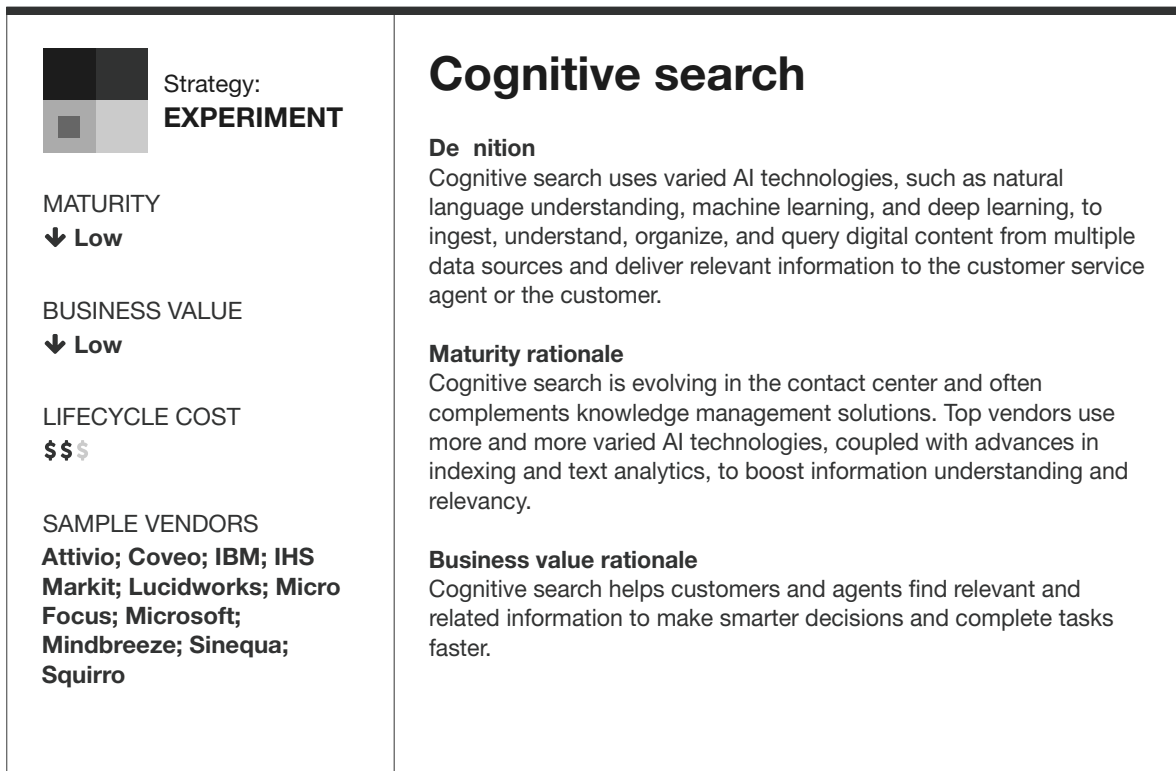
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Cognitive Search

Cognitive search solutions help customers and agents find the right information about products and services (see Figure 3). They overlay knowledge bases, content stores, ticketing systems, and defect tracking databases and use indexing, text analytics, and AI technologies to surface relevant, related data. These solutions require attention and investment, but if properly managed, they deliver real business value, as 74% of our Tech Tide survey respondents confirmed.⁶ They appeal to complex, data-rich customer service scenarios. For example, Lenovo uses cognitive search to help customers in 180 markets, spanning 60 different languages to find relevant content.⁷

FIGURE 3 Experiment: Cognitive Search



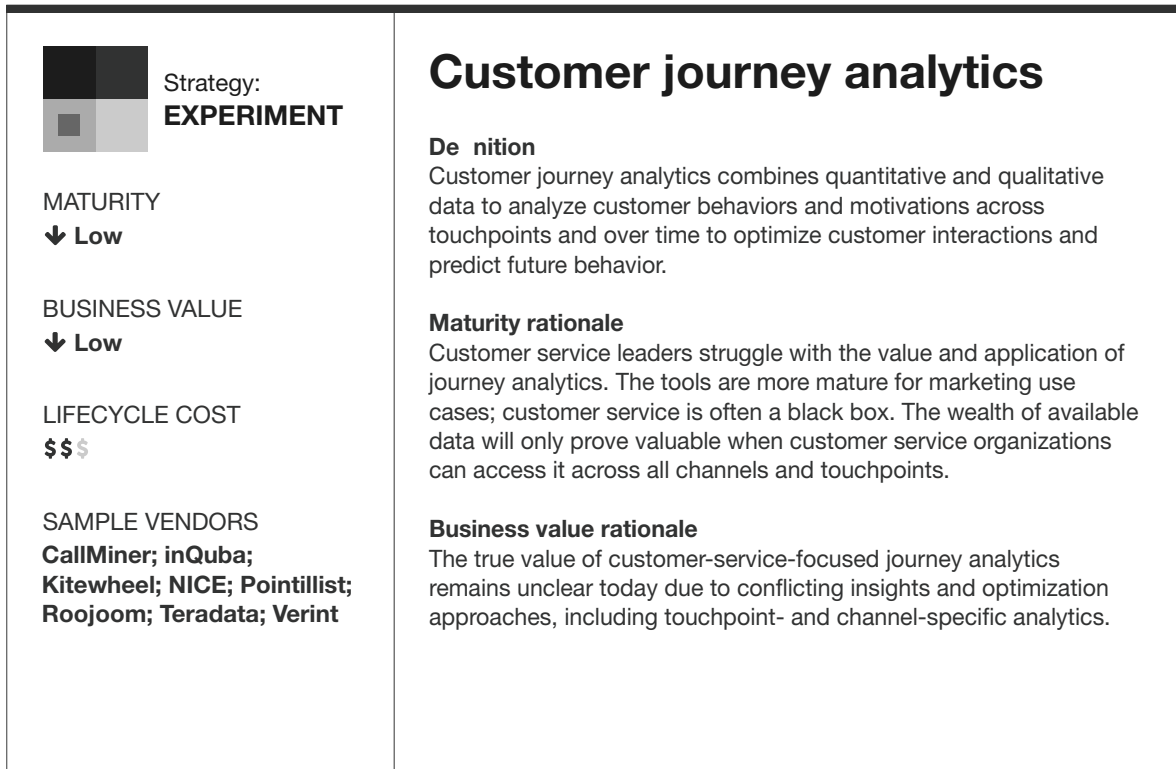
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Customer Journey Analytics

Customer journey analytics leverages advanced analytics to better understand the paths consumers take to improve customer experience; identify opportunities for contextually relevant service; and optimize sequencing of service, sales, and marketing touchpoints (see Figure 4). This technology requires a vast array of digital and offline consumer-level touchpoint data to be truly valuable. Few customer service organizations have ready access to all this data; success with customer journey analytics will likely require collaboration with marketing teams.

FIGURE 4 Experiment: Customer Journey Analytics



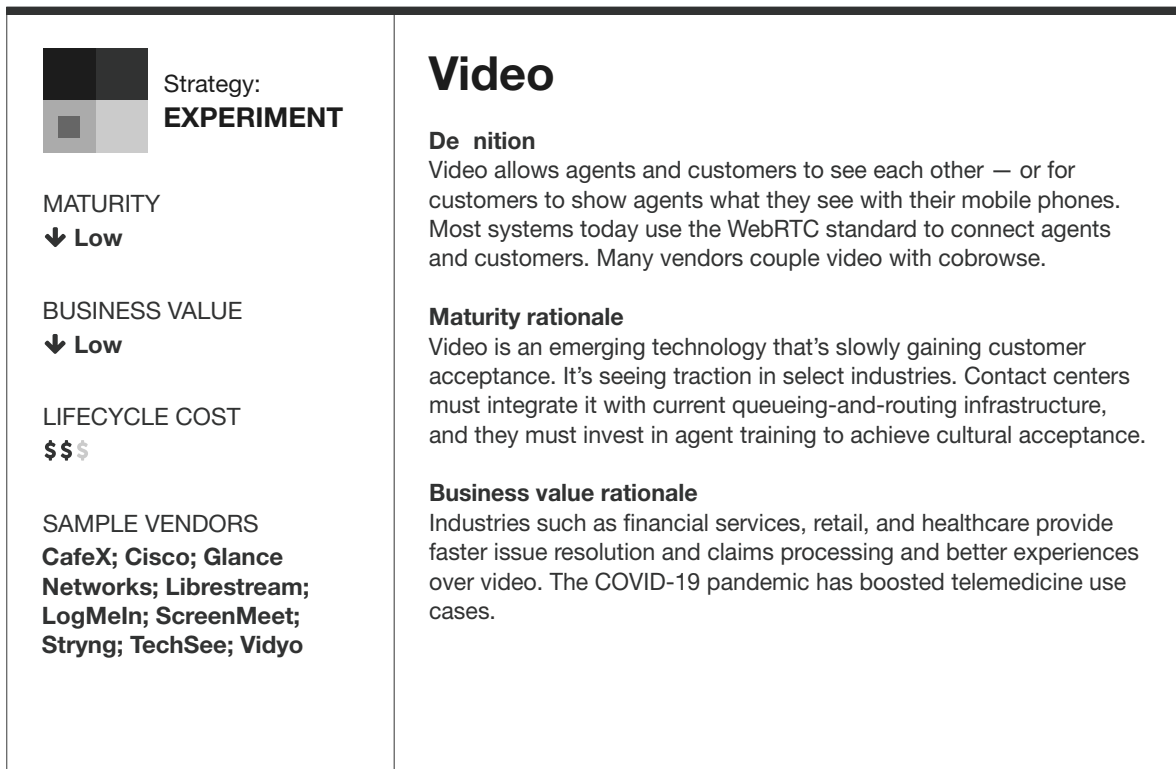
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Video

Video is a powerful and succinct communication medium (see Figure 5).⁸ It allows agents and customers to easily understand each other and enables customers to show their issues rather than describe them. It also helps agents connect emotionally with customers during, for example, high-value purchases like a mortgage or an insurance policy. BluCurrent Credit Union increased cross-sells by 20% using video to help with advisor coaching.⁹ The insurance provider Endsleigh settles low-value claims that could otherwise take up to five days.¹⁰ These attributes are especially key in healthcare, as the COVID-19 pandemic has dramatically boosted the demand for telemedicine.¹¹

FIGURE 5 Experiment: Video



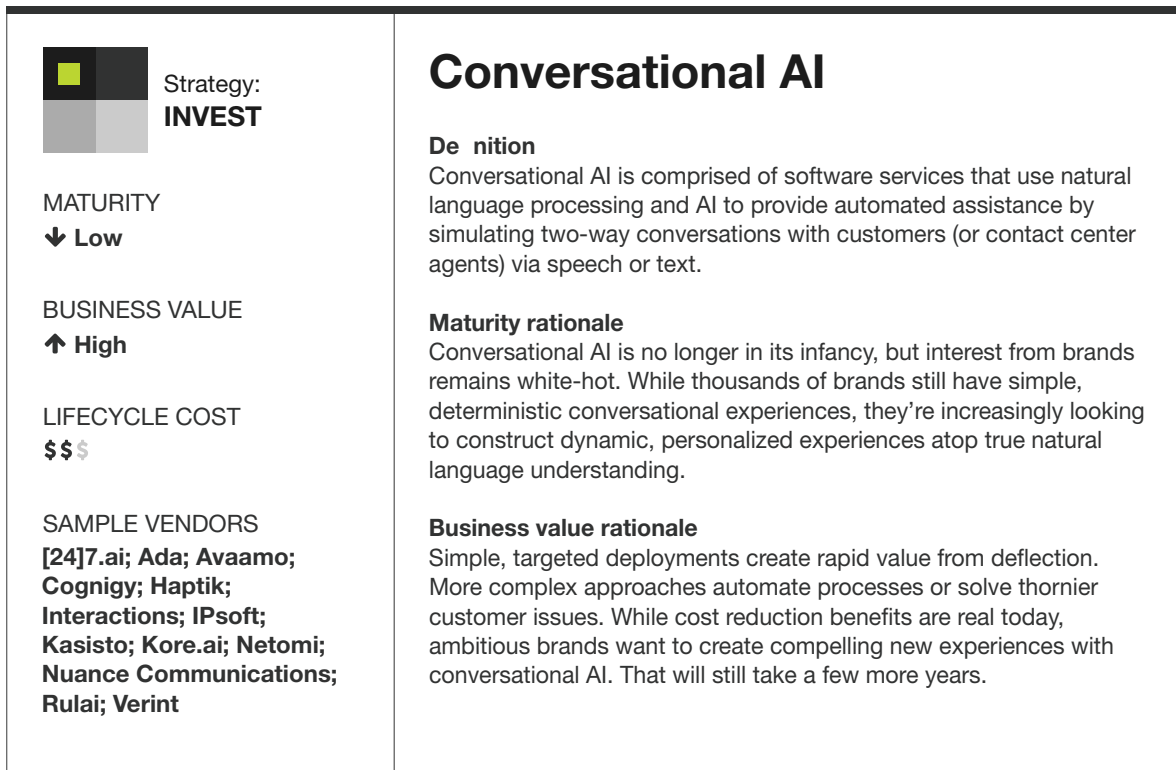
Invest In AI, RPA, Analytics, Digital Adoption, Messaging, And Others

Seven customer service technologies fall into the Invest quadrant of the Tech Tide, with low maturity and high current business value. They’re quickly becoming indispensable. Conversational AI spans voice and text interactions, messaging allows a direct connection to your agents, and field service is the most intimate way to represent your brand to your customer. Interaction analytics surfaces customer sentiment and churn parameters, and robotic process automation (RPA) offloads repetitive tasks from agents, allowing them to better connect with customers.

Conversational AI

Conversational AI has rapidly evolved, with growing capabilities such as natural language processing, integration with transactional systems, speech-based deployments, and the ability to tackle more sophisticated tasks, such as helping with not just customer service but also sales (see Figure 6). For example, auto insurer AA Ireland worked with ServisBOT to create a conversational AI system to help with conversion.¹² AA saw an 11% increase in quote conversions as well as a 40% decrease in handle time for human agents.

FIGURE 6 Invest: Conversational AI



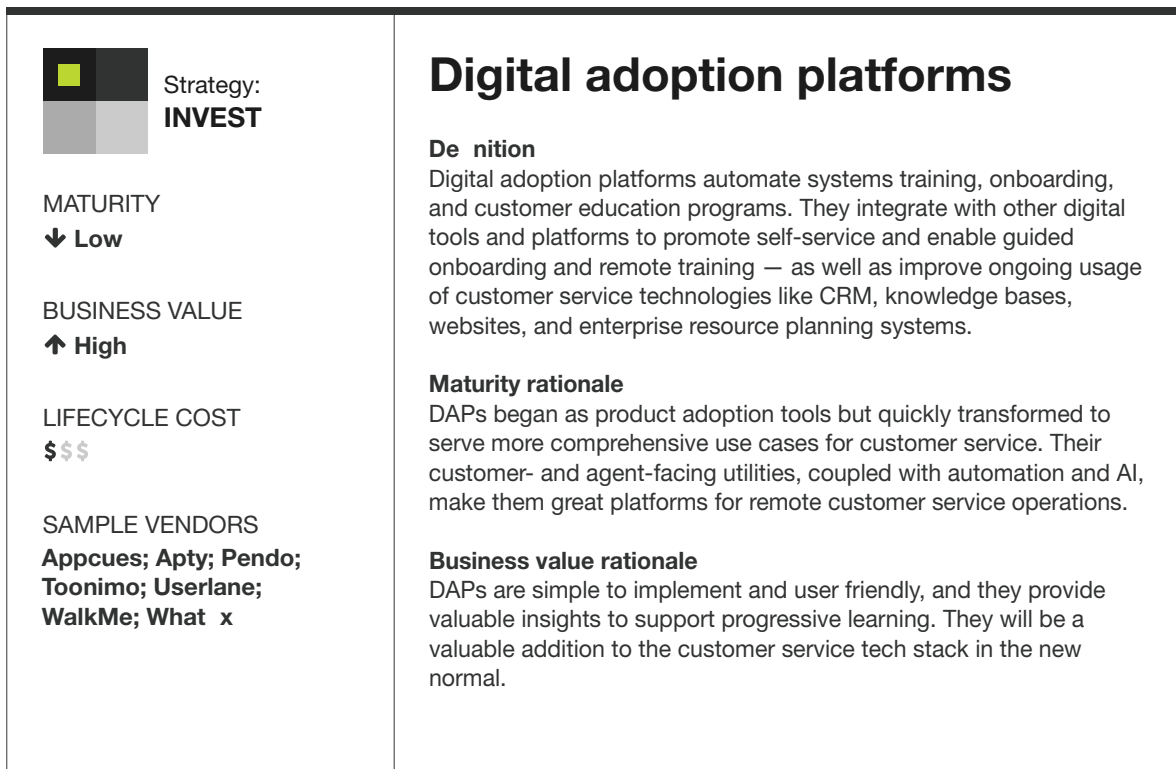
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Digital Adoption Platforms

Digital adoption platforms (DAPs) are simple, intuitive interfaces that offer interactive interventions to help new agents gain familiarity with their everyday systems of work (see Figure 7). These platforms promote better usage of systems of record and work, cut down new-hire onboarding timelines, and automate tasks to reduce dependency on help desk and support teams. BMO Financial Group and Walgreens use WalkMe to improve adoption of self-service and automate routine activities, improving user experience.¹³ DAPs will become critical for customer service teams as they adapt and navigate post-COVID-19 customer-support operations.

FIGURE 7 Invest: Digital Adoption Platforms



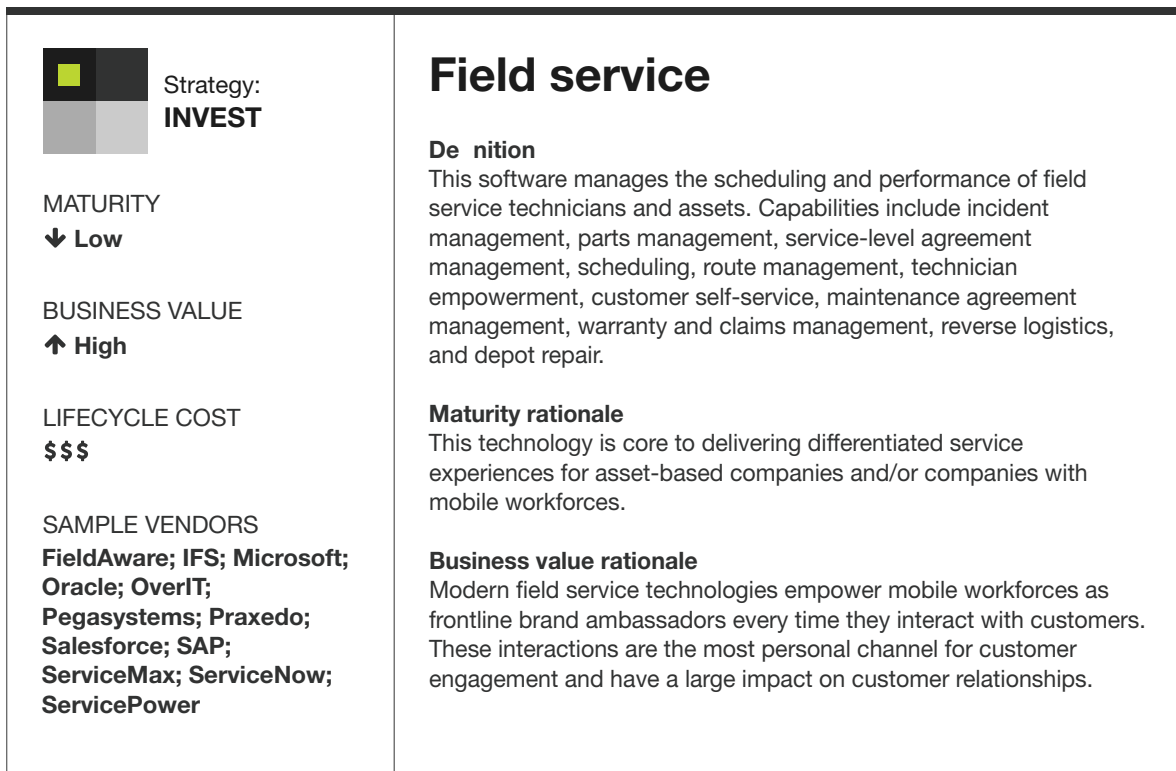
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Field Service

Enterprises use field service technologies to empower service technicians with the full view of the customer and their assets (see Figure 8). In addition, enterprises can collect data from connected devices to monitor product performance and preemptively intervene to minimize downtime. For example, Stanley Healthcare empowers technicians with hospital asset status information, which translates into delivering better patient care.¹⁴ Constant monitoring of connected equipment also helps transform companies from product based to service based, driving new revenue streams through increased levels of service.

FIGURE 8 Invest: Field Service



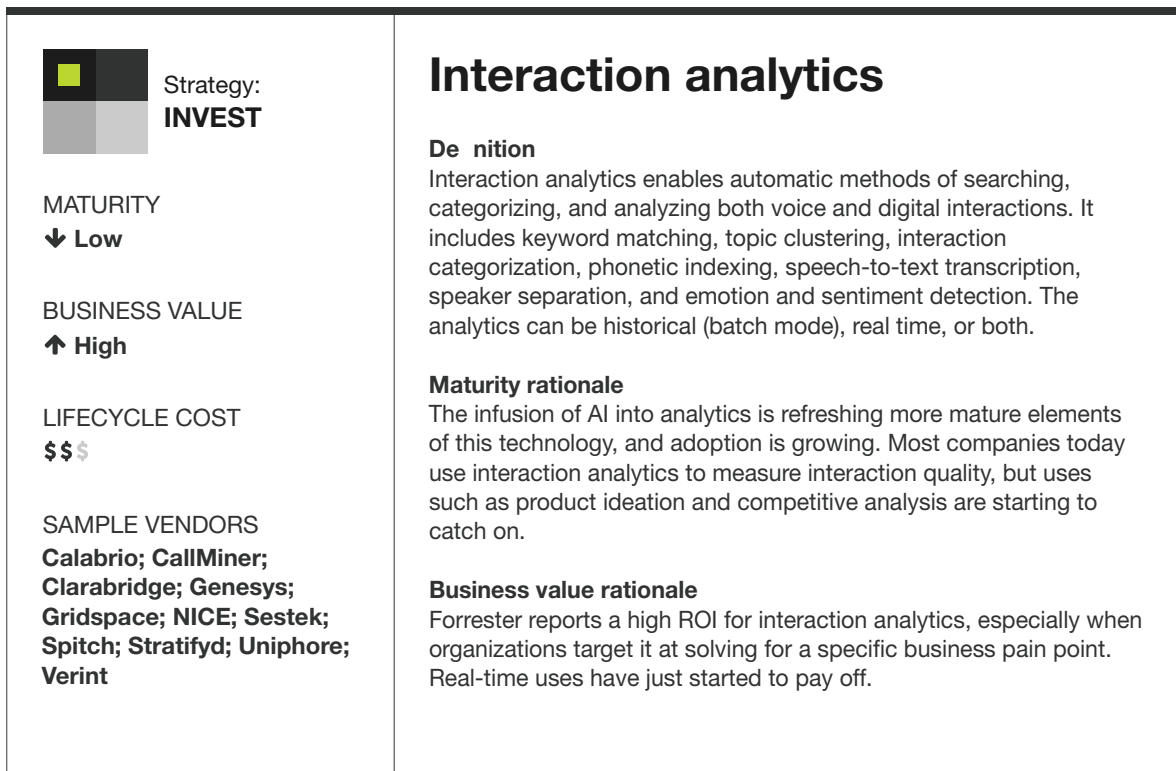
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Interaction Analytics

Interaction analytics for contact centers was formerly the near-exclusive domain of teams focusing on customer service quality. The past two years and a heaping helping of AI have changed that: Forrester now sees a growing number of companies leveraging interaction analytics to identify fraud, compliance errors, and sales opportunities; proactively trigger customer retention workflows; and provide agents with real-time assistance during interactions (see Figure 9). Vendors continue to package the technology to focus on specific use scenarios; several vendors use the same natural language understanding engines to power both interaction analytics and conversational AI products.

FIGURE 9 Invest: Interaction Analytics

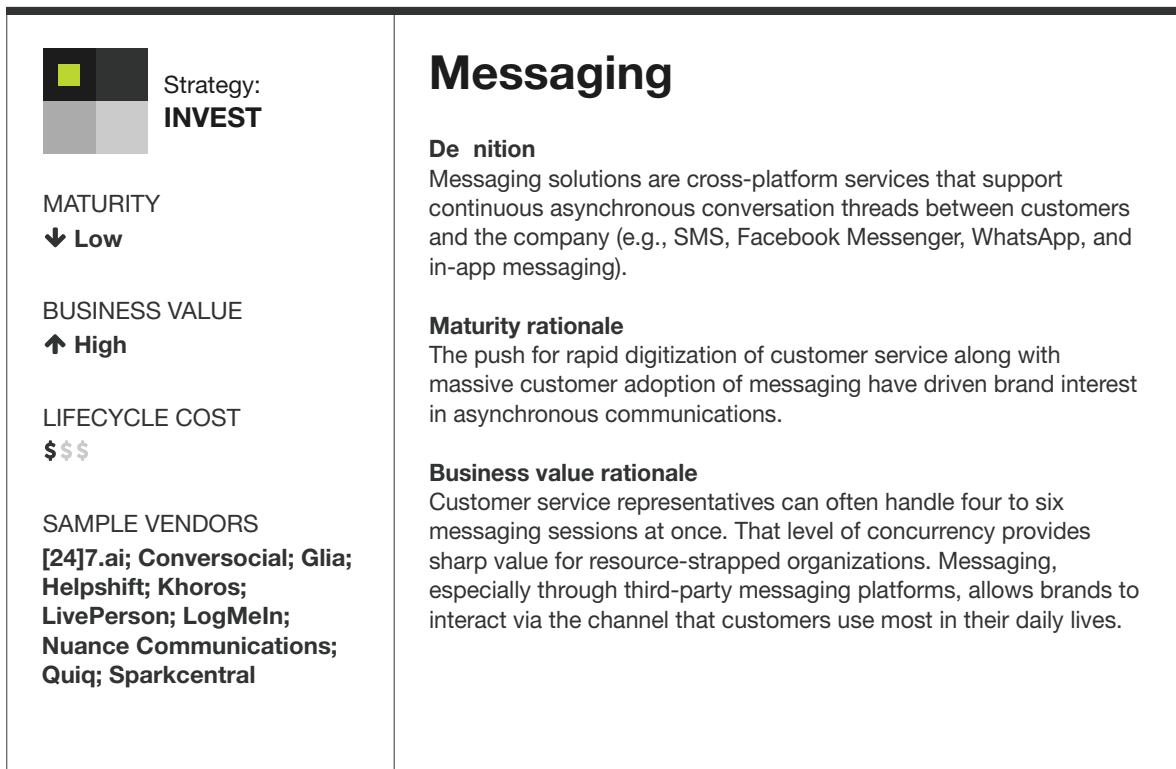


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Messaging

Consumers love messaging, at least when it comes to keeping in touch with friends and family.¹⁵ But brands have lagged in offering asynchronous messaging conversations with their customers: 37% of firms we surveyed use chat on their own mobile website or app (i.e., synchronous messaging), but only 19% use asynchronous messaging on third-party platforms.¹⁶ These asynchronous communication channels, however, have the potential to be game-changers, as they make it easy for customers to effortlessly engage with a brand, stop and restart interactions, and carry context across interactions (see Figure 10).

FIGURE 10 Invest: Messaging

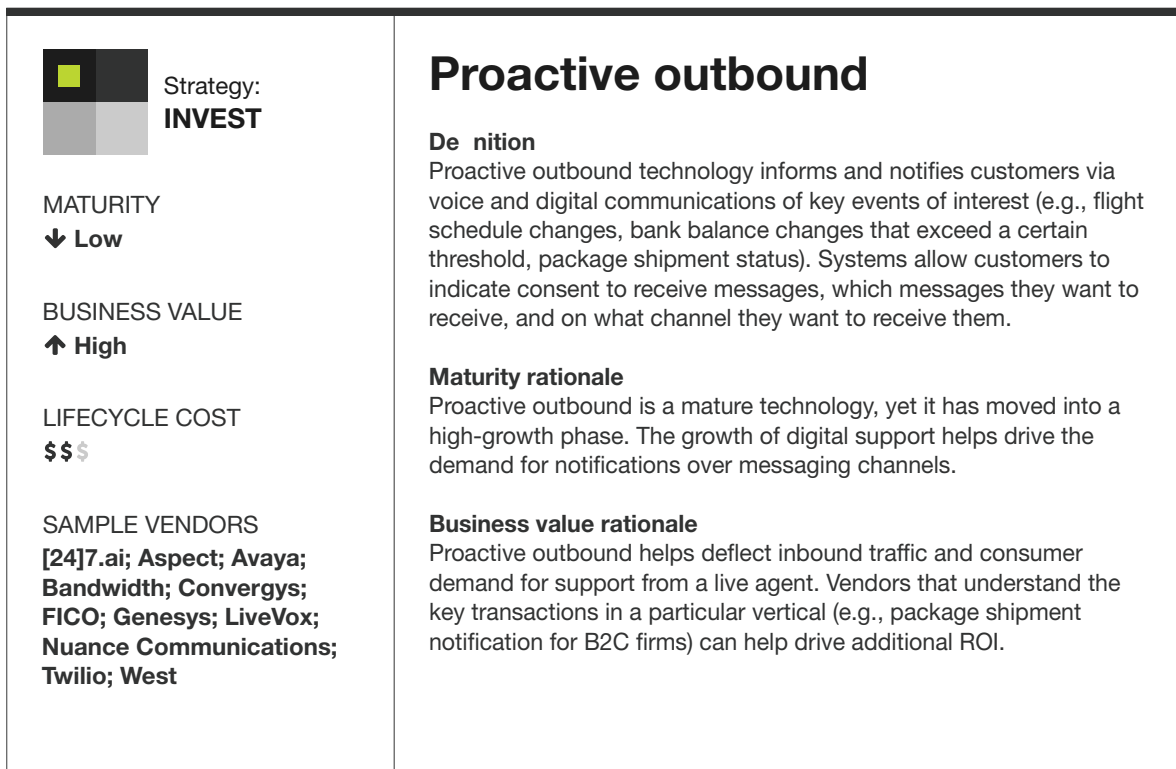
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Proactive Outbound

In a Forrester Analytics survey, 66% of telecommunications decision-makers who are significantly involved in contact centers say they expect digital to significantly increase their outbound or proactive volumes in the next two years.¹⁷ Many vendors have built expertise in a number of vertical markets. Each vertical has key business processes, such as flight schedule changes, that lend themselves to benefiting from proactive outbound (see Figure 11). Contact-center-as-a-service (CCaaS) vendors like Genesys and NICE integrate it into broader suites. Communications-platform-as-a-service vendors like Bandwidth, Plivo, and Twilio offer notifications over messaging channels.

FIGURE 11 Invest: Proactive Outbound

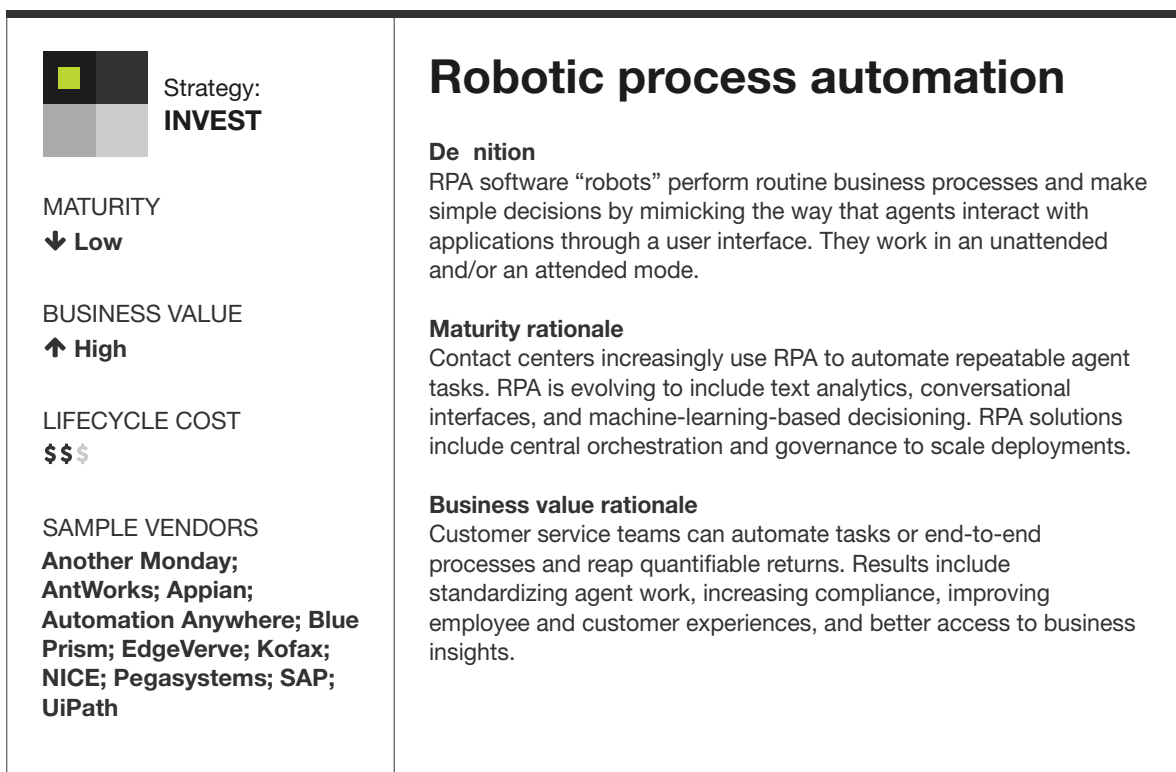


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Robotic Process Automation

Nearly one-third of data and analytics decision-makers say their firm will use RPA in 2020.¹⁸ Customer service organizations use RPA together with other automation technologies to make agents more efficient and effective.¹⁹ RPA offloads repeatable tasks from agents, enforces process and policy compliance, and allows agents to focus on work that matters — all of which translate to higher quality-of-service measures. RPA also has a clear ROI, which makes it an attractive technology in challenging times (see Figure 12). RPA plugs gaps in legacy systems and serves as a stop-gap measure for larger, more expensive transformations of processes and technology.

FIGURE 12 Invest: Robotic Process Automation

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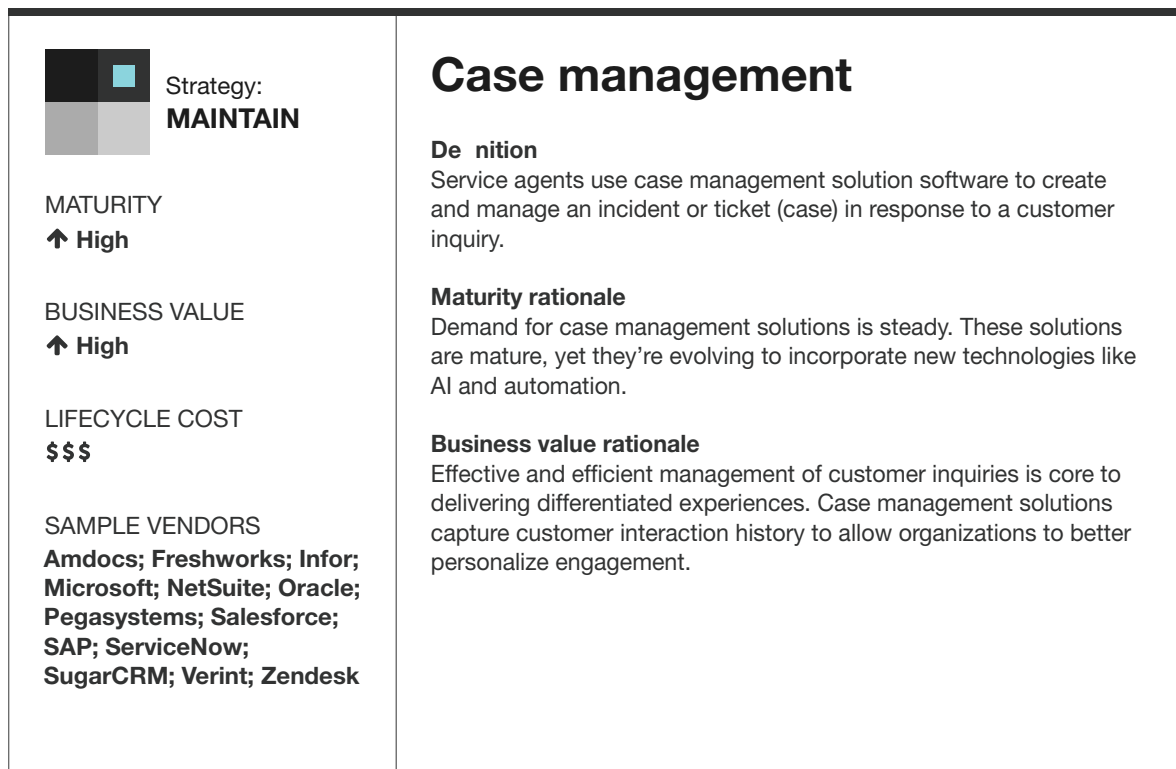
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Maintain Case Management, Chat, IVR, And Others

Eight customer service technologies fall into the Maintain quadrant of the Tech Tide, with high maturity and high current business value. In this quadrant are the contact center utility technologies, the core technology assets of a contact center. CCIM technologies, integrated with the IVR, route and queue inquiries to the right agent. Agents resolve inquiries using case management and access knowledge management (KM) for standardized resolutions. Supervisors use workforce management to optimize labor. Outbound dialing and chat make service more effective.

Case Management

Case management is one of earliest and most successful technologies in the extended customer service technology ecosystem (see Figure 13). It's an imperative technology to enable organizations to provide differentiated service and meet the current cost pressures of today's economic climate. Buyers and user organizations that Forrester surveyed report that case management is critical to their future success, yet they often struggle to decide whether this is a buy-versus-build decision.²⁰

FIGURE 13 Maintain: Case Management

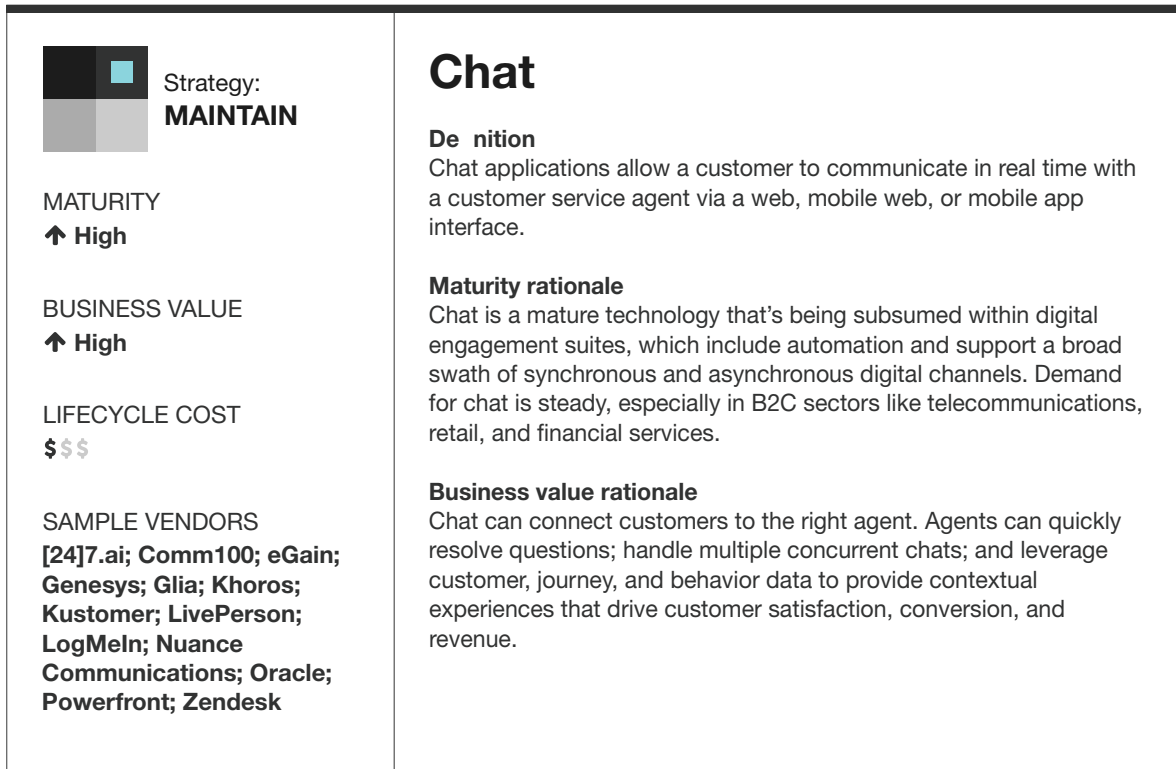
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Chat

Chat reduces web self-service abandonment rates, improves conversions, and drives customer satisfaction and inquiry resolution. Chat quickly connects customers with agents, who can handle multiple chats concurrently in a personal way. In fact, 74% of Tech Tide survey respondents said that chat yielded significant business value.²¹ However, chat solutions are commoditized. Chat is also expensive, meaning that operations must grow via automation and integration with chatbots. In addition, messaging is taking off, which will ultimately erode chat volumes (see Figure 14).

FIGURE 14 Maintain: Chat



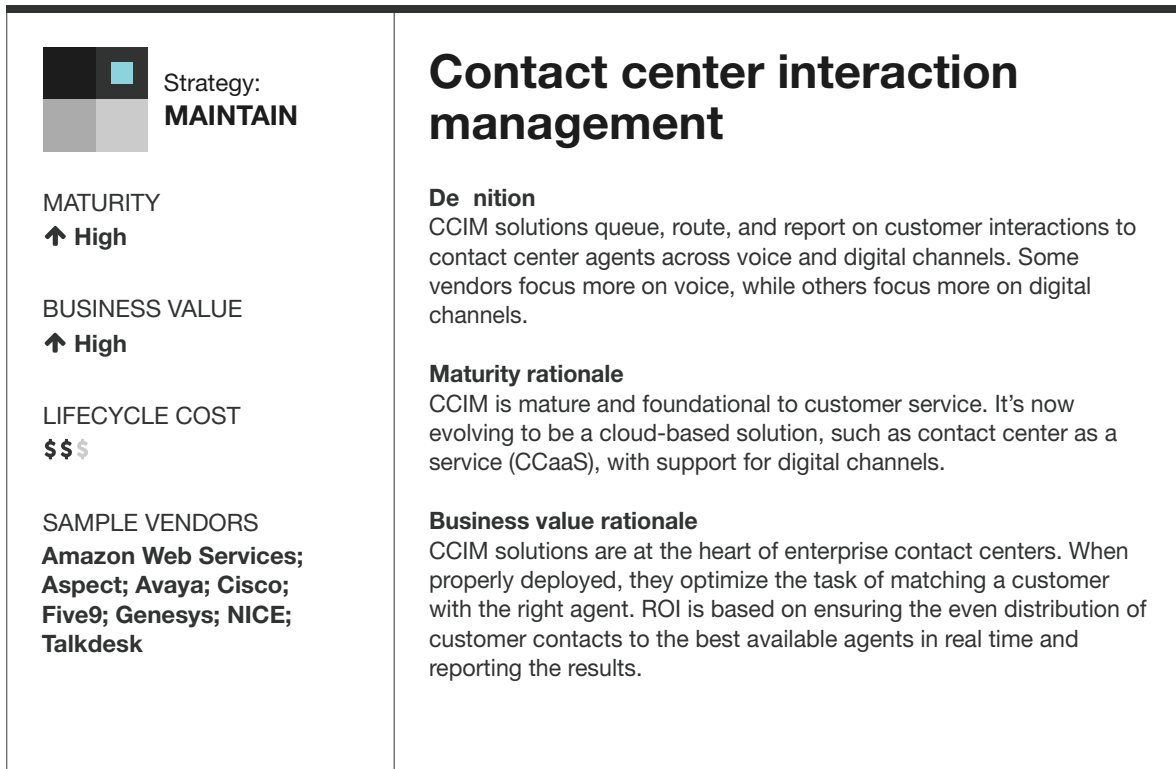
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Contact Center Interaction Management (CCIM)

The industry has now shifted this capability to multitenant cloud solutions (CCaaS), part of the larger CCIM category, that orchestrate the connection of customer service queries to agents over voice and digital channels (see Figure 15). While the installed base is still mostly CCIM on-premises systems, the migration to cloud is largely a given.²² CCaaS suites have also expanded to include native workforce optimization (WFO), with many capabilities enhanced by embedded AI (e.g., routing and quality monitoring). CCaaS vendors also integrate and manage the flow from conversational AI solutions.

FIGURE 15 Maintain: Contact Center Interaction Management



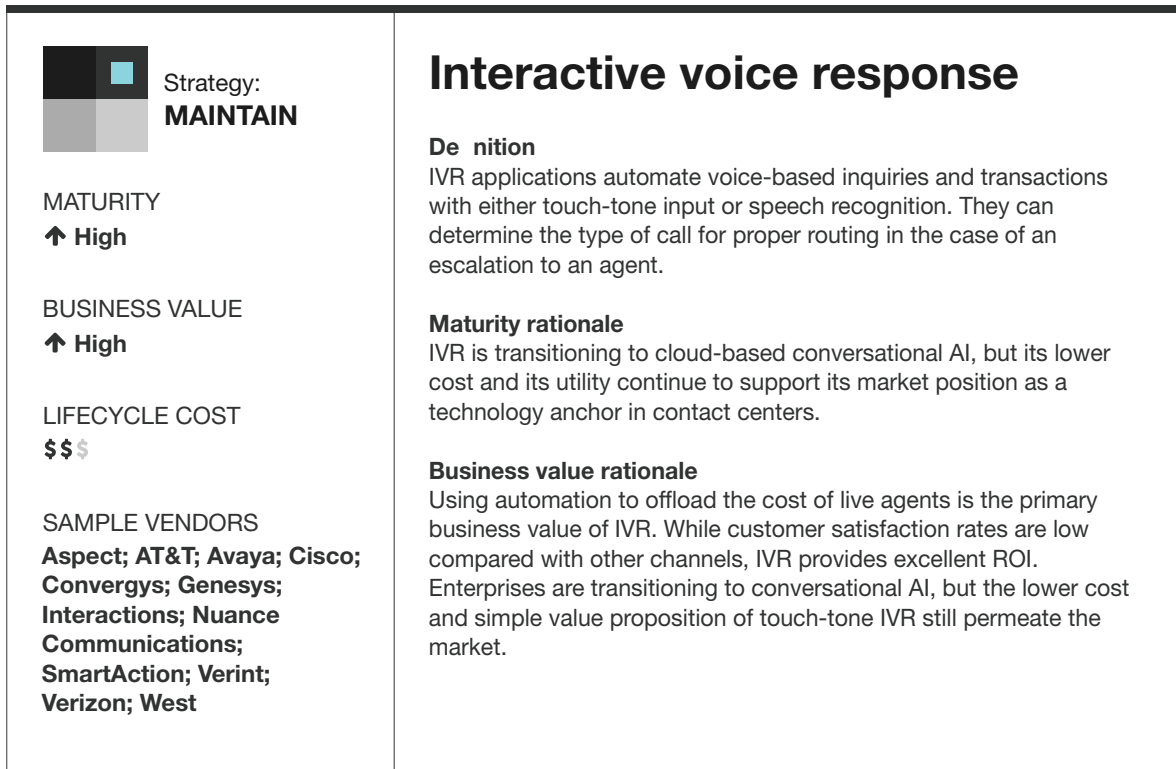
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Interactive Voice Response (IVR)

IVR routes and automates transactions, deflecting them away from agents using touch-tone or speech recognition (see Figure 16). These solutions also help determine customer intent, allowing better routing of requests to agents. But many customers are now shifting to conversational AI to increase the level of automation of voice- and text-based queries as well as even better intent determination. Customers need to study whether the shift to conversational AI will increase automation and make better routing decisions versus continuing to optimize their existing IVR systems.

FIGURE 16 Maintain: Interactive Voice Response



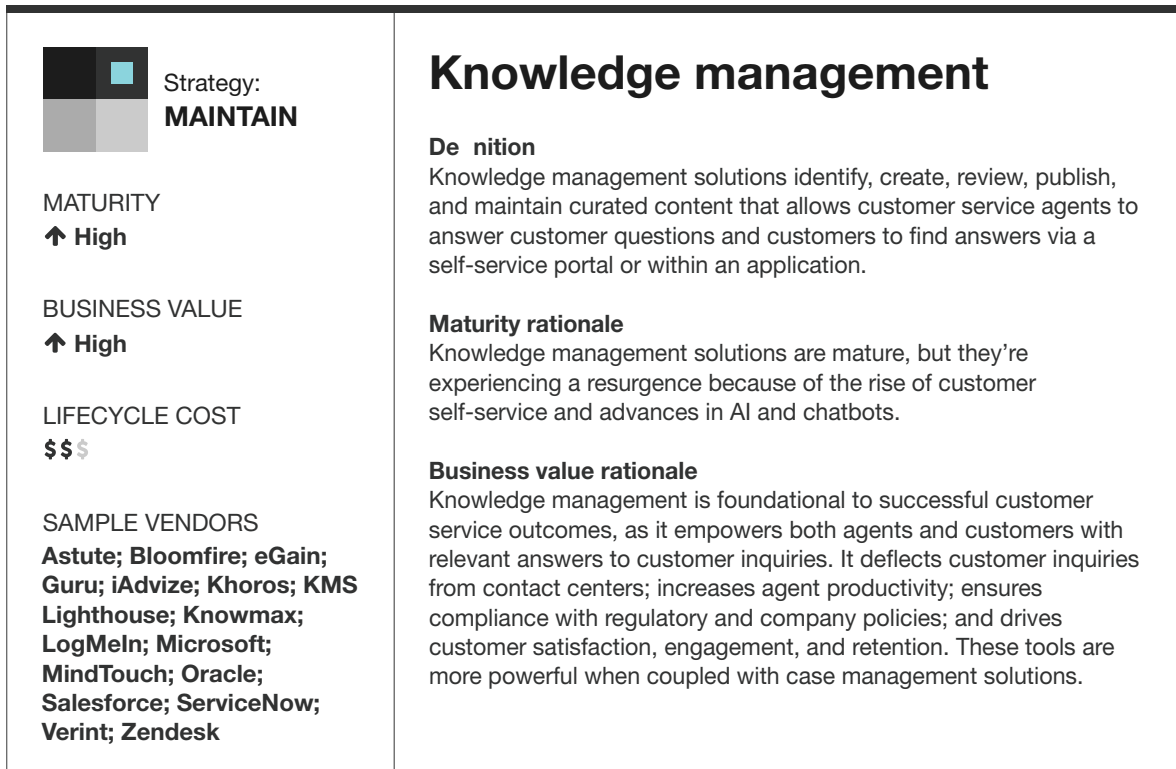
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Knowledge Management (KM)

KM helps agents personalize interactions, increase customer satisfaction, reduce handle times, ensure compliance, and increase operational efficiencies. Customer service operations increasingly invest in knowledge management solutions — many times coupled with chatbots for intent discovery — to help fuel self-service operations and for broader digital transformation efforts. These solutions will continue to be attractive as they incorporate broader machine learning capabilities to improve search and the findability of content (see Figure 17).

FIGURE 17 Maintain: Knowledge Management



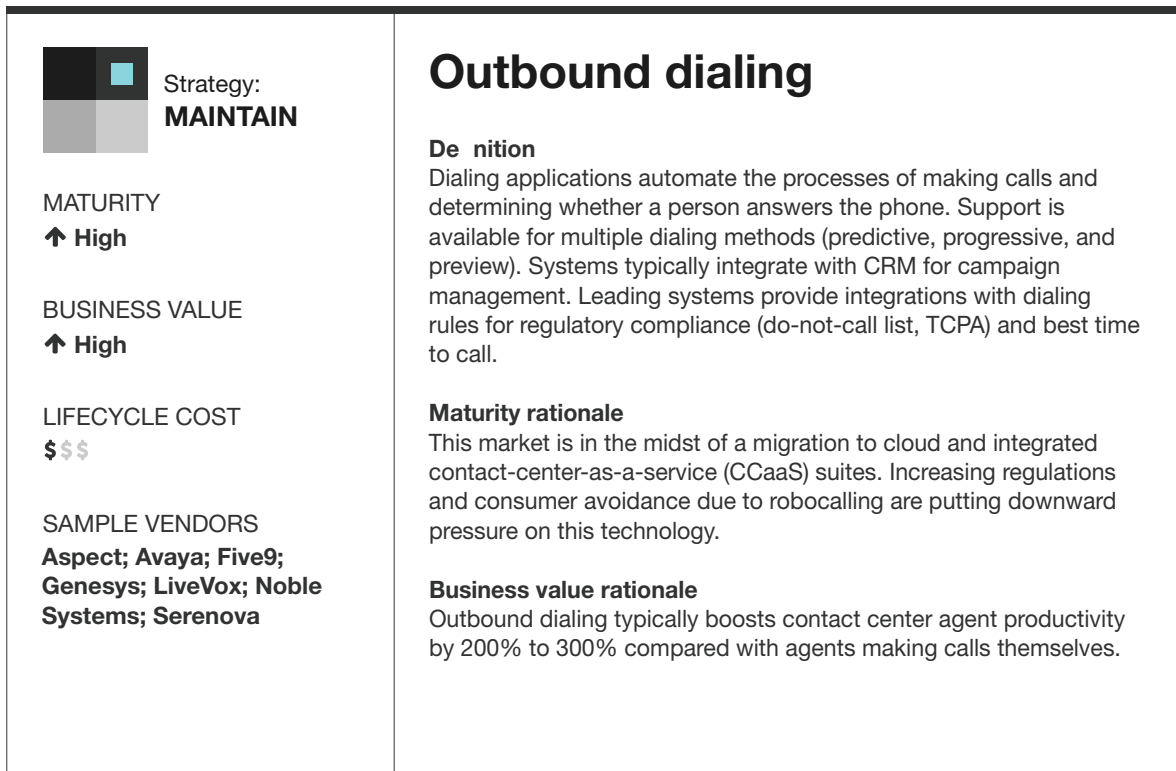
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Outbound Dialing

Outbound dialing has been buffeted with further restrictions and regulations due to the impact of robocalling, but it still provides value for many brands wishing to contact customers and prospects over the phone to collect bills, raise funds, conduct surveys, and sell products and surveys (see Figure 18). Dialing systems import campaign data, launch calls, and then direct completed calls to agents. The main value proposition is the large productivity gains of agent time. Standalone outbound dialing solutions have largely become a component of CCaaS suites.

FIGURE 18 Maintain: Outbound Dialing



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Quality Management (QM)

QM is essential technology for feedback and insights to improve agent performance, identify coaching needs and process gaps, and manage compliance at scale. These platforms ingest and analyze large volumes of data from disparate sources to give customer service operations insights on quality of service across all channels. Organizations are now placing a greater emphasis on quality-management platforms that leverage speech and text analytics and enable real-time interventions to not only triage customer-affecting defects but also ensure adherence to compliance standards (see Figure 19).

FIGURE 19 Maintain: Quality Management



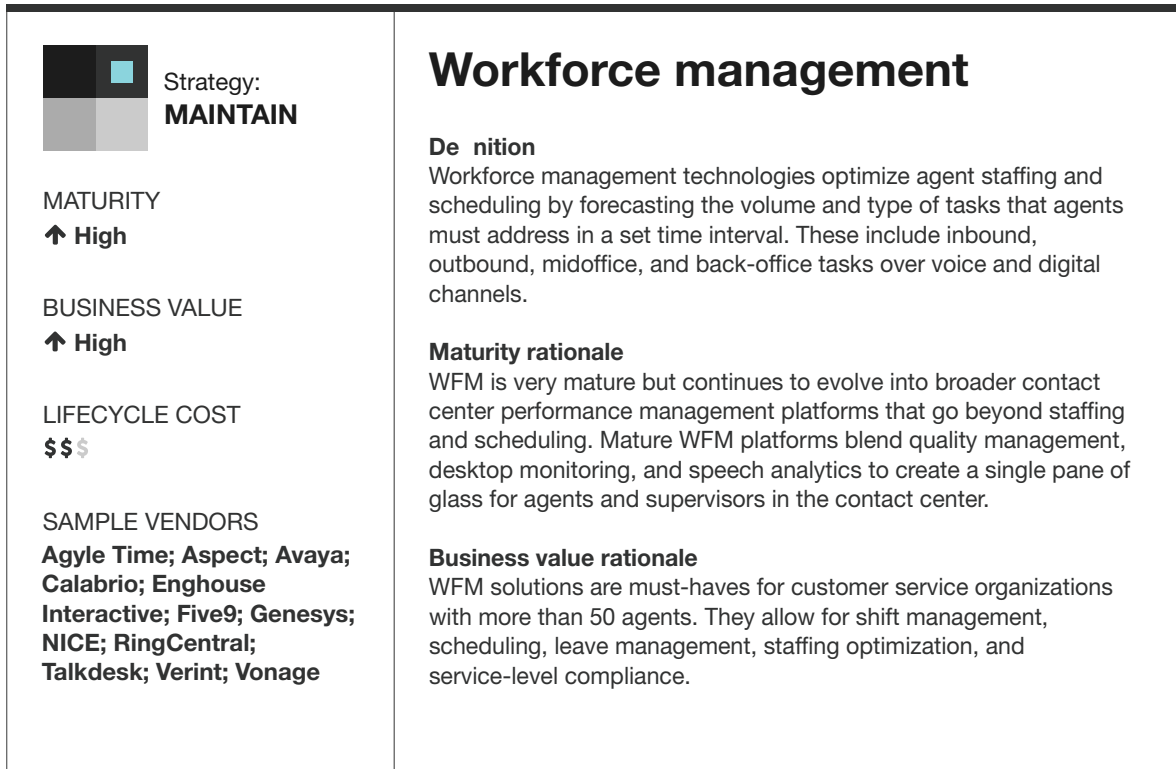
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Workforce Management (WFM)

Modern workforce management technologies bring together decades of forecasting, staffing, scheduling experience, automation, and AI-enabled utilities for omnichannel contact centers. From helping their customers migrate to cloud-based services to building models for remote employee scheduling and intraday staffing management, WFM platforms have been a critical component of enterprise business continuity plans during the pandemic. As emerging trends blur the lines between WFM and quality management, WFM technologies are vital for customer service operations (see Figure 20).

FIGURE 20 Maintain: Workforce Management



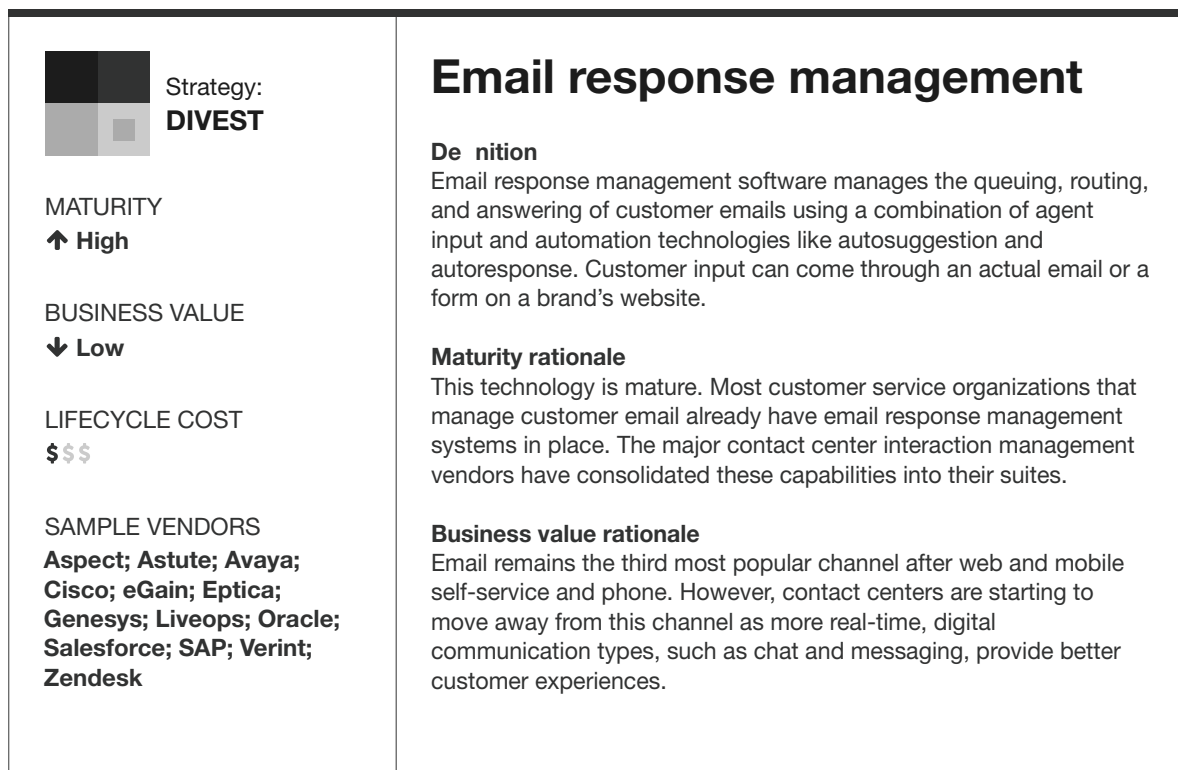
Divest From Email Response Management

One customer service technology falls into the Divest quadrant of the Tech Tide, with high maturity and low current business value. Usage scenarios for email still exist; however, it's been subsumed within more immediate communication options or bundled within greater product suites.

Email Response Management

Customer service is moving away from email. Apple, for example, has never offered email as a channel for customer service, Nike removed this channel in 2015, and Target has buried email as a service channel on its website. Why? Customers expect faster response times and show higher affinity for channels like chat and messaging. As more volume shifts into digital customer engagement, email remains viable only for outbound notifications of purchase, billing, and transaction status reporting (see Figure 21).

FIGURE 21 Divest: Email Response Management



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Supplemental Material

Survey Methodology

Forrester fielded its Forrester's Q4 2020 Global Customer Service Tech Tide™ Survey to 124 global technology experts, vendors, and leading-edge users of customer service technology. However, only a portion of survey results are illustrated in this document. For quality assurance, we screened respondents to ensure that they met minimum standards in terms of technology knowledge.

The online survey was fielded from July 2020 to August 2020. Respondent incentives included a summary of the survey results. Survey respondents were asked to identify the technologies they were familiar with and were not shown questions about technologies they said they were not familiar with.

Respondents were readers of Forrester's research reports on the topics of CRM, contact centers, customer service, and collaboration technologies, as well as industry experts, and are therefore not random. This data is not guaranteed to be representative of the population, and, unless otherwise

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noted, statistical data is intended to be used for descriptive and not inferential purposes. While nonrandom, the survey is still a valuable tool for understanding where users are today and where the industry is headed.

Methodology

The purpose of the lists of sample vendors we include in the figures about each category is to further clarify the nature of the category — not to serve as a vendor selection shortlist for readers seeking to choose a vendor in that category. The fact that a vendor isn't included in a list doesn't indicate that Forrester believes it isn't worth considering. For guidance about vendor selection, Forrester publishes separate research (Now Tech and Forrester Wave™ reports) in which Forrester analysts offer customized advice to our clients.

Endnotes

- ¹ The ideal customer experience isn't just good for customers — it has to deliver revenue for the business, too. Forrester's Customer Experience Index (CX Index™) measures the fundamentals of a great experience: effectiveness, ease, and emotion. See the Forrester report "[Improving CX Through Business Discipline Drives Growth](#)."
- ² When engaging with customer service, 64% of survey respondents prefer to use self-service tools rather than immediately engage with an agent. Source: "Global State of Customer Service," Microsoft Dynamics 365 (<https://info.microsoft.com/ww-thankyou-global-state-of-customer-service.html?lcid=en-us>).
- ³ For more information, see the Forrester report "[How AI Will Transform Customer Service](#)."
- ⁴ In the table figures (for this category and all others), the purpose of the lists of sample vendors is to clarify the nature of each category, not to serve as a shortlist for guiding vendor selection decisions. Forrester offers other, more in-depth research to guide vendor selection. See the Methodology section of this report for more detail about this.
- ⁵ Source: Forrester's Q4 2020 Global Customer Service Tech Tide™ Survey.
- ⁶ Source: Forrester's Q4 2020 Global Customer Service Tech Tide™ Survey.
- ⁷ Source: "Customer Stories: Lenovo," Lucidworks (<https://lucidworks.com/customers/Lenovo>).
- ⁸ See the Forrester report "[Visual Engagement Drives Relationships And Revenue For Customer Service](#)."
- ⁹ Source: "Quick Guide: Vidyo for Credit Unions," Vidyo (<http://www.cunastrategicservices.com/files/cunacss/1/file/Vidyo/Vidyo%20Quick%20Guide.pdf>).
- ¹⁰ Source: "Endsleigh Insurance," LogMeIn (<https://www.logmeinrescue.com/customer-stories/endsleigh>).
- ¹¹ See the Forrester report "[The Forrester New Wave™: Virtual Care Solutions For Digital Health, Q2 2019](#)."
- ¹² Source: "Insurance Chatbot Case Study," ServisBOT (<https://servisbot.com/ai-case-study/>).
- ¹³ Source: "BMO Financial Group Drives Customer Adoption of New Features While Reducing Support Burden with WalkMe's In-App Guidance," WalkMe (<https://www.walkme.com/customer-stories/bmo/>) and Lia Ciner, "Walgreens Champions a Digital Adoption Platform to Support Global Change Management," WalkMe Blog, March 1, 2020 (<https://blog.walkme.com/walgreens-champions-a-digital-adoption-platform/>).
- ¹⁴ "What if newborn babies wore an infant monitoring system inside hospitals that linked them to their mothers and other care providers? What if the hospital staff used Wi-Fi tracking and alerts to know exactly where infants were at all times, keeping them safe and sound? And what if medical equipment like refrigerators alerted the staff when they

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required maintenance or when operating conditions changed unexpectedly, jeopardizing life-saving medications?”

Source: “Stanley Healthcare moves closer to its customers, saving both money and lives.” Salesforce (<http://www.salesforce.com/eu/customer-success-stories/stanley-healthcare/>).

¹⁵ For more information about the role of asynchronous messaging in customer service, see the Forrester report “[The Case For Asynchronous Messaging: Apple Business Chat, Messenger, WhatsApp.](#)”

¹⁶ Source: Forrester’s Global Emerging Technology Executive Survey (October 2018 to February 2020).

¹⁷ Source: Forrester Analytics Business Technographics® Networks And Telecom Survey, 2020.

¹⁸ Base: 3,399 global data and analytics decision-makers. Source: Forrester Analytics Business Technographics Data And Analytics Survey, 2020.

¹⁹ See the Forrester report “[The Top Five Best Practices For RPA In Customer Service.](#)”

²⁰ Source: Forrester’s Q4 2020 Global Customer Service Tech Tide™ Survey.

²¹ Source: Forrester’s Q4 2020 Global Customer Service Tech Tide™ Survey.

²² See the Forrester report “[The Forrester Wave™: Contact-Center-As-A-Service \(CCaaS\) Providers, Q3 2020.](#)”

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