

• CUSTOMER SERVICE IN 2030

The Future of Customer Service

12 Suprising Trends You
Can't Ignore



Customer Service in 2030

It has never been more challenging to be a strategic customer service leader. The pace of change is high, expectations are rising, and the role is more central to value creation than ever before. The 2030 survey confirms this shift—leaders are being asked to rethink structures, technology, and competence at the same time.

This report is designed to make that task a little easier. By sharing how peers across industries are thinking about key strategic themes—from AI and automation to KPIs, skills, and investment—it offers a window into the choices others are making under similar pressure.

We would like to thank LeadDesk for their partnership in making this insight possible.



Bjarte Lyssand
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The 2030 survey is based on responses from 200 completed participants across multiple industries and countries. The majority of respondents are based in Norway, with additional input from Sweden, Finland, Denmark, the Netherlands, Germany, and Spain.

In terms of organizational roles, 23% are top executives in customer service, and another 23% represent IT, product, or marketing functions. Frontline staff and support roles are also represented, providing a broad operational perspective.

Industries include banking (47%), insurance (12%), telecom (10%), public sector (5%), and others. The distribution of customer service team sizes (FTEs) varies, with 42% from large organizations (>100 FTEs), and the rest distributed across small and mid-sized operations.

This diverse sample ensures a balanced representation of strategic, operational, and technological viewpoints across Northern and Western Europe.

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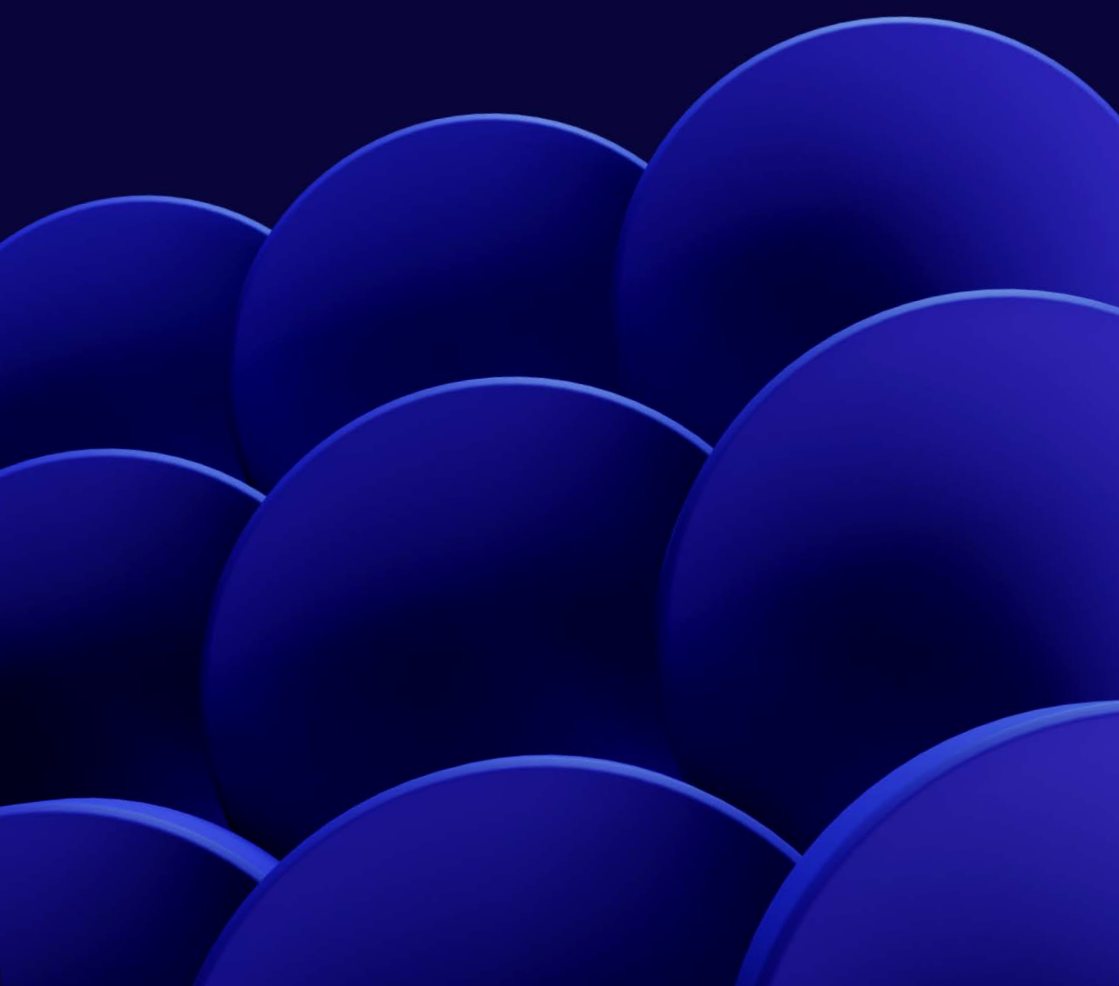
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State of Customer Service. The Overview.

Significant changes over
the past two years.



The State of Customer Service Today

Significant changes over the past two years.

74%

Compared to 62% in the previous study, 74% now say customer service has undergone major changes in the past two years.

12%

12% increase in the share of respondents observing major change in customer service from 62% to 74%, confirming that the pace of change continues to intensify.

74%

74% report significant or very significant changes in customer service—up from 62% in the 2025 survey, signalling accelerating transformation.

Customer Service Holds a More Strategic Role

The strategic importance of customer service has grown significantly since 2025.

At that time, 56% of respondents viewed customer service as very important or critical to the organization's value chain. In the 2030 survey, that number has risen to 81%. This shift reflects a growing recognition of customer service as a key driver of value creation—not only through efficient support, but also through customer insight, loyalty, and differentiation in increasingly competitive markets.



Insurance sector stands out

50% of respondents from the insurance industry consider customer service critical in the organization's value chain. This is higher than both banking and other sectors, indicating a stronger strategic emphasis on service in this domain.

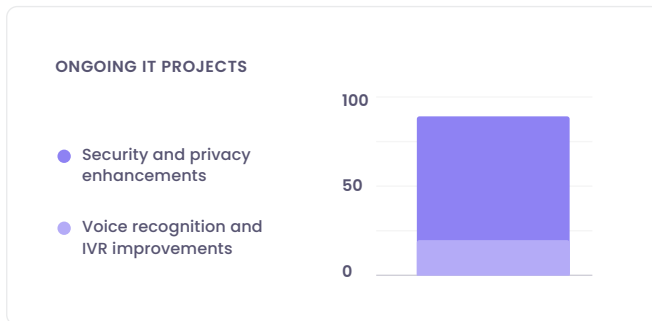
Security and Compliance Increasingly Important

92% see a need to improve data security and privacy compliance in the coming years.

Customer-facing departments deal with a lot of sensitive or personal data stemming from everyday conversations with customers.

Customer service managers need to at least familiarise themselves with the development of European legislation around personal data use.

From GDPR and the NIS2 Directive, to the EU AI Act, and other directives, understanding how the tools we use affect customer privacy, as well as data sovereignty for your workplace, is essential.



FURTHER READING

High-Level Summary of EU AI Act <https://artificialintelligenceact.eu/high-level-summary/>

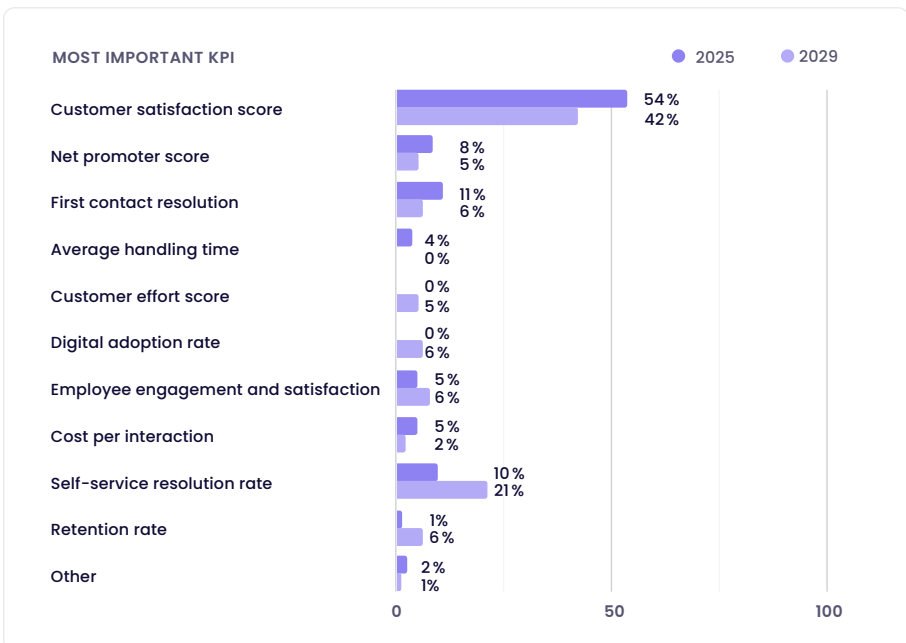
EU Act Compliance Checker <https://artificialintelligenceact.eu/assessment/eu-ai-act-compliance-checker/>

The Most Important KPIs Are Changing

92% see a need to improve data security and privacy compliance in the coming years.

While service level was once the dominant KPI, 55% now rank CSAT (Customer Satisfaction Score) as the most important. FCR (First Contact Resolution) follows. Results from KSIIndexs show that resolution—especially at first contact—is the strongest driver of customer satisfaction.

10% name self-service resolution rate as the most important KPI today. That figure is expected to grow: by 2029, 21% believe this will be the top metric, though 43% still see CSAT as the key KPI in 2030.



Cost Savings Will Not Be Immediate

While many hope to both enhance customer satisfaction and reduce costs, only 31% foresee minor cost reductions in the near term.

55% expect no savings or even a slight cost increase, indicating the sector is not expecting short-term economic gains from these investments.

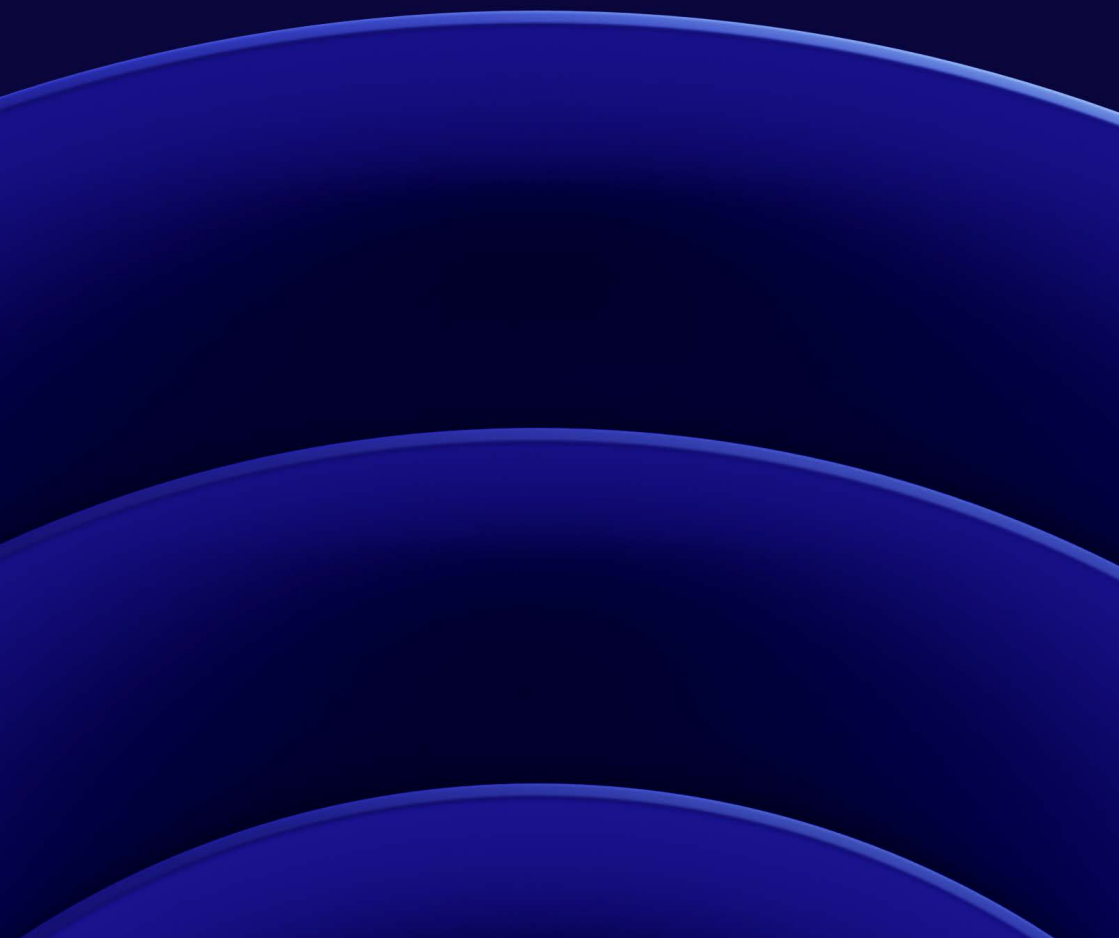


Digitization levels influence investment ambition

Organizations that are already highly digitized are significantly more likely to pursue transformative investments toward 2029. Conversely, lower-digitized companies are more concerned about employee training and resistance to change.

Tools and Self-Service

Exploring the shifts in the use of tools by customer service teams.



Customer Service Takes Greater Responsibility in Improving Self-Service Tools

Customer service teams have become more involved in solution development and the implementation of new technologies.

The survey confirms this shift: **53% of respondents report responsibility for improving self-service solutions** and customer-facing content. Additionally, **27% are involved in training and managing chatbots and voicebots.**

Customer research by GetJenny, an AI chatbot company acquired by LeadDesk, has shown a shift in team responsibilities when customer service teams implement chatbots for the organisation.

For example, organisations reported moving customer service agents to more demanding positions and responsibilities within the team, such as maintaining and training the chatbot*.

With more autonomous AI chatbots, that operate on Large Language Models, LeadDesk has even seen customers experience reduced effort training and maintaining the chatbots when compared to more rule- and intent-based chatbots.

*FURTHER READING

<https://www.getjenny.com/pensions-chatbot-saves-time-and-money>

<https://www.getjenny.com/customer-service-chatbot-saves-330-hours>

Chatbots Have Not Yet Taken Over

Only 12% of interactions are currently handled by a chatbot or voicebot.

Including live chat, these digital channels represent 21% of total volume. The phone remains the dominant channel at 49%, followed by email handled by human agents at 22%. These findings align with data from the [KSIndeks annual survey](#) by CustomerTrends.

The increase of available support channels simply offer more options to customers to interact with organisations. And there is some evidence that customer service teams will adjust their workload as self-service options alleviate pressure on channels that require more agent attention, like phone, live chat, and email.



Case example

Danish company, Nordisk Film Cinemas experienced a 22% reduction in agent load across all their service channels after implementing AI Chatbots.

[Read the article](#)

But Chatbots Will Become More Dominant

Looking ahead to 2030, customer service leaders expect a very different channel mix.

Chatbots, voicebots, and email and chat will handle 40% of all inquiries. Adding live chat, these digital channels are expected to handle 50% of traffic, while phone traffic will drop to one-third.

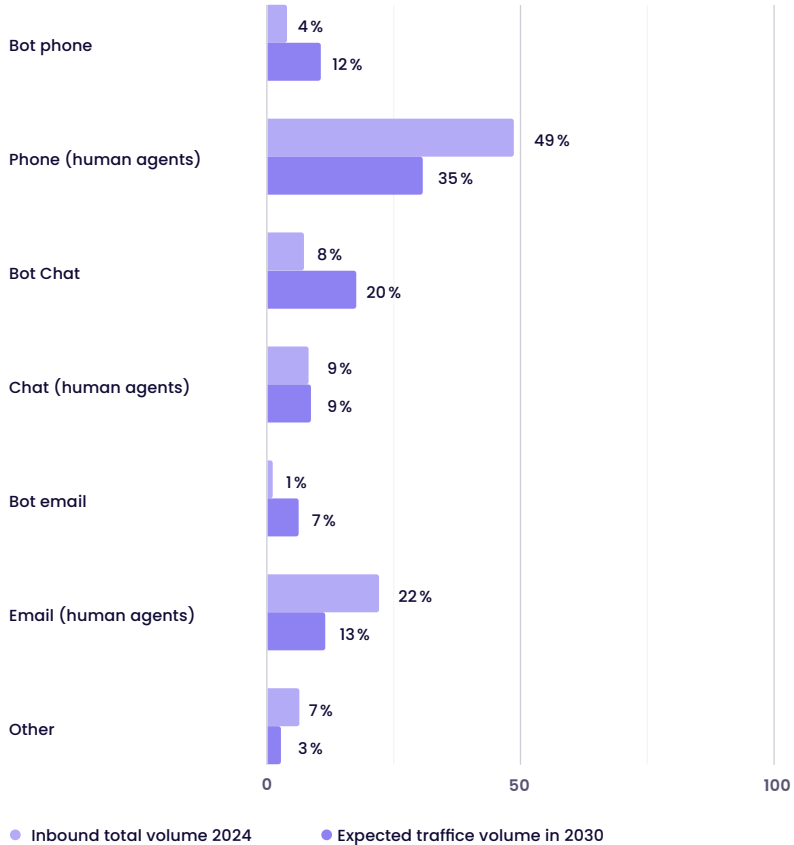
Many findings on deflection rates and overall agent load reduction (previously mentioned in the Nordisk Film Cinemas case) help support this conclusion from the surveyed Customer Service professionals.



Digital channels are expected to handle 50% of traffic.



INBOUND VOLUME AND EXPECTED VOLUME



For self-service channels like chatbots, deflection rates from live chat channels for example, reach between 60 and 90% of these inquiries. The increased use of asynchronous communication in everyday work might also contribute to this shift to channels such as email and chat.

The Role of AI in Customer Service

Where does Artificial Intelligence stand in customer service operations?

AI as a Competitive Advantage

56% already see AI as a very important or critical competitive advantage. Respondents point to major potential in search, information retrieval, transactions, data analysis, chatbot, and voicebot applications.

56%

see AI as a critical competitive advantage.



AI's Full Impact Expected by 2027

Although many companies have begun investing in AI, most are still in early phases of exploration and testing.

According to the survey, customers can expect visible improvements by 2027, as more seamless AI-supported solutions become implemented.

80% expect customers will have high expectations for digital improvements driven by AI.

75% believe AI-related investments will significantly boost customer satisfaction and loyalty—helping justify technology spend through improved retention and higher NPS/CSAT scores.



AI's Future Role Perceived Differently Across Roles

While 20% of executives and managers expect AI to completely transform daily work by 2029, none of the front-line employees share this belief.

This gap underscores the need for better alignment and communication between strategic and operational levels regarding the expected impact of AI.

AI Will Fundamentally Change Work Roles

97% of those surveyed believe AI will change daily tasks within 3–4 years. 55% foresee AI transforming most tasks and fundamentally altering roles and responsibilities.

This shift requires significant upskilling: 75% believe there is a substantial skills gap between today's workforce and the future needs of both employees and leaders in customer service.

Many companies are already focusing on flexibility and adaptability across their organizations—requirements that are increasingly influencing recruitment.

What is the meaningful work that reducing the menial makes possible?

As AI takes over routine and repetitive tasks, organizations have the opportunity to reallocate human effort toward higher value activities: deeper customer relationships, personalized experiences, critical thinking, and problem solving. The data suggest that success will depend not only on technology, but on how well companies prepare people to engage in more creative, empathetic, and strategic work.

Bjarte Lyssand is an experienced advisor in customer service with over 25 years of experience as a manager and consultant. He helps organizations build strong customer relationships, develop effective processes and improve customer service through concrete and action-oriented advice.



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Colm is the Content Marketing Manager at LeadDesk. He has written blogs, reports, and articles on customer service topics over the past seven years—focusing on technology changes in customer service and how they affect traditional key performance indicators. He previously co-authored and led the production of the Customer Experience Trends Report 2021 for GetJenny, focusing on the customer service operations of 363 companies listed on the Nasdaq First North Growth Market.



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