

The 2026 Customer Service Transformation Report





The AI deployment gap is widening

Welcome to our *2026 Customer Service Transformation Report*.

As we head into this year, it's really interesting to see how much AI adoption has accelerated, with more and more businesses incorporating AI Agents as a key component of transforming customer service.

But while our research shows that most customer service teams now use AI, a gap is opening up between teams that have deployed AI at a surface level and those that have integrated it deeply. In other words, it's becoming clear that launching AI is easy, but transforming with it is not.

Having or not having AI isn't a question anymore. The question is how close you are to mature deployment, where AI is capable of tackling complex, high-stakes work.

To understand how wide this gap has gotten, we surveyed over 2,400 global customer service professionals across a range of industries to see how they're using AI today, where it's paying off, and what they're betting on as they plan for 2026.

For many teams, AI is still doing narrow work like answering simple questions or handling small parts of workflows. These teams are seeing benefits, but only a fraction of what's possible.

Meanwhile, a smaller group is pulling away. They've put AI at the core of their service operation, integrating it into critical workflows, giving it more responsibility, and continuously improving it over time. That's what "mature deployment" looks like, and it's where the biggest benefits show up. As teams invest more in the system, the returns start to compound.

The teams that have gotten there report bigger improvements to core metrics, more measurable ROI, and more capacity freed up for higher-value work. But most haven't made this leap yet. It requires new ways of working, giving AI more responsibility, and being committed to ongoing optimization.

Reaching mature deployment shows that going deep is what unlocks real value. That's the opportunity for everyone else. Push AI to do more, bring it to more channels, use it to resolve the most complex queries, and close the gap before it becomes too wide to close.

This is a defining moment for customer service. We've shared our vision of Fin becoming a single, unified "Customer Agent," capable of handling the entire customer experience. That future is being built right now, and what works in customer service will become the blueprint for how organizations transform the full customer journey with AI.

DECLAN IVORY,
VP OF CUSTOMER SUPPORT AT INTERCOM

Key findings

Theme 1 | P6

AI adoption is the norm, depth makes the difference

Eighty-two percent of senior leaders say their teams invested in AI for customer service over the last 12 months, with 87% planning to invest in 2026. But while most teams are using the technology, only 10% of respondents say they've reached mature deployment (i.e. AI is fully integrated into their support operations and working at scale). This means that for the majority, AI is unlocking initial value, but only a fraction of what it's capable of.

Theme 3 | P25

The bar has moved from “does it work?” to “is it actually good?”

As AI takes on more work, improving customer experience has become the top priority for 2026 – cited by 58% of all teams, up from just 28% last year. Teams across maturity levels are racing to deliver consistently excellent experiences across every channel, moving from simply proving AI works to making sure it delivers the quality customers now expect.

Theme 5 | P42

Support is creating the blueprint for AI deployment across the business

Fifty-two percent of organizations are planning to scale AI beyond support in 2026, and nearly a third say customer service teams are leading the charge. Support's early success with AI has positioned it as the transformation engine for the entire business – a strategic role that might have felt unimaginable just two years ago.

Theme 2 | P17

ROI becomes clearer with deeper integration

Eighty-seven percent of teams at the mature deployment stage report improved metrics since implementing AI, compared to 62% overall. As the technology proves its value, the focus is shifting from cost savings to strategic impact, with mature teams redirecting freed-up capacity toward value-adding activities and revenue-generating work, fundamentally repositioning support from a cost center to growth engine.

Theme 4 | P32

Important support work now extends beyond the inbox

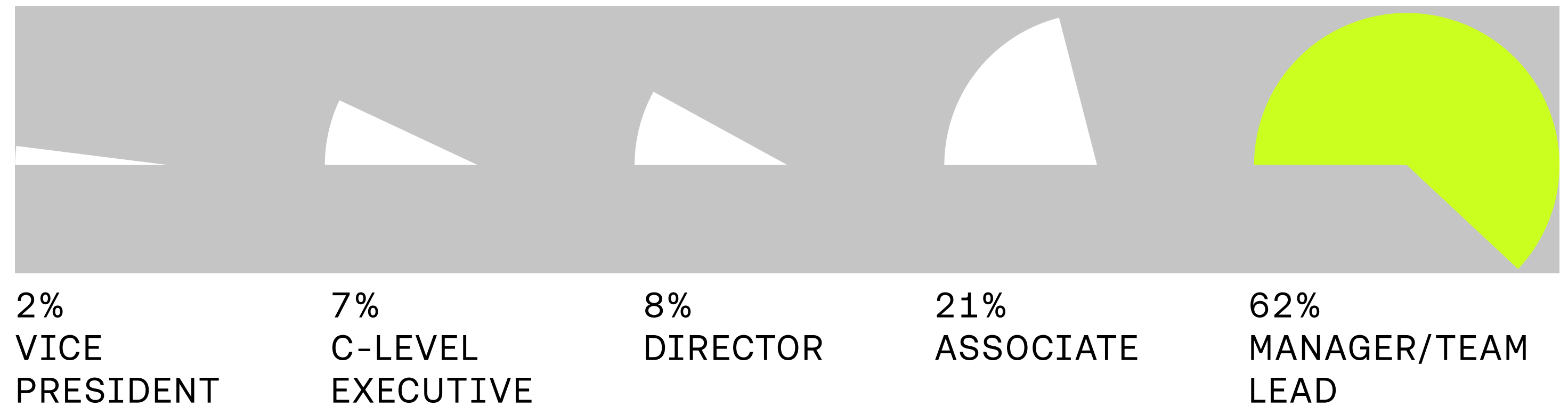
AI is reshaping what support teams do. New roles like conversation analysts, knowledge managers, and AI operations leads are becoming standard, and 40% of teams report agents spending more time training and optimizing AI systems. This evolution is paying off: 66% of senior leaders who've reached a mature level of deployment are confident their support function is a value driver within their company, reinforcing the opportunity AI presents for support.

We surveyed over 2,400 global support professionals across a range of industries – like SaaS and technology, fintech, ecommerce, and gaming and gambling – to understand how teams are currently using AI for customer service, their challenges and pain points, and the opportunities they're going after in 2026.

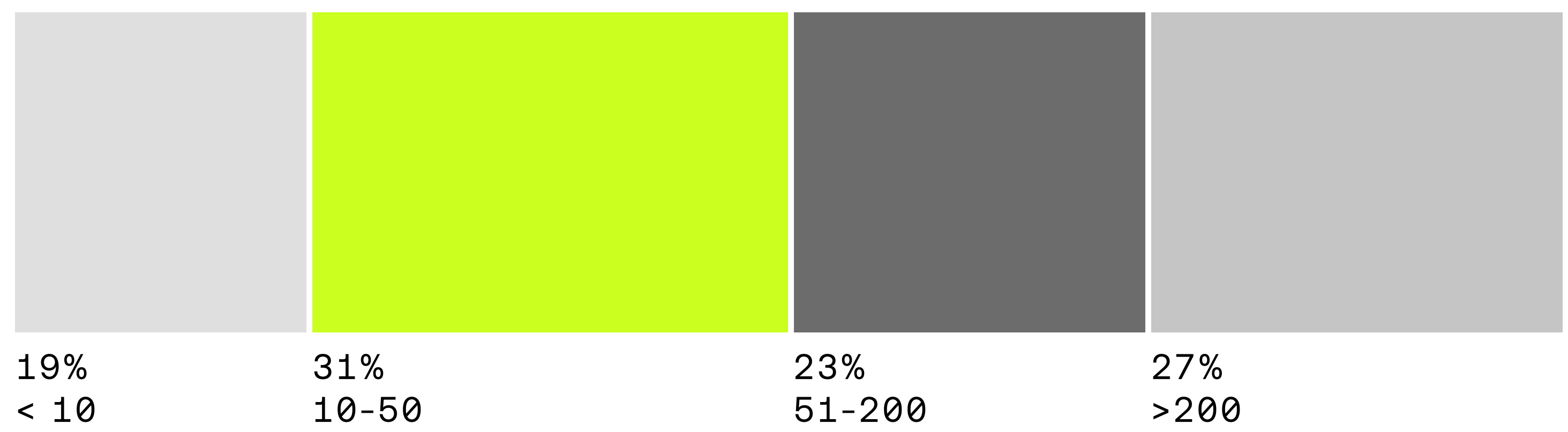
24X

The survey

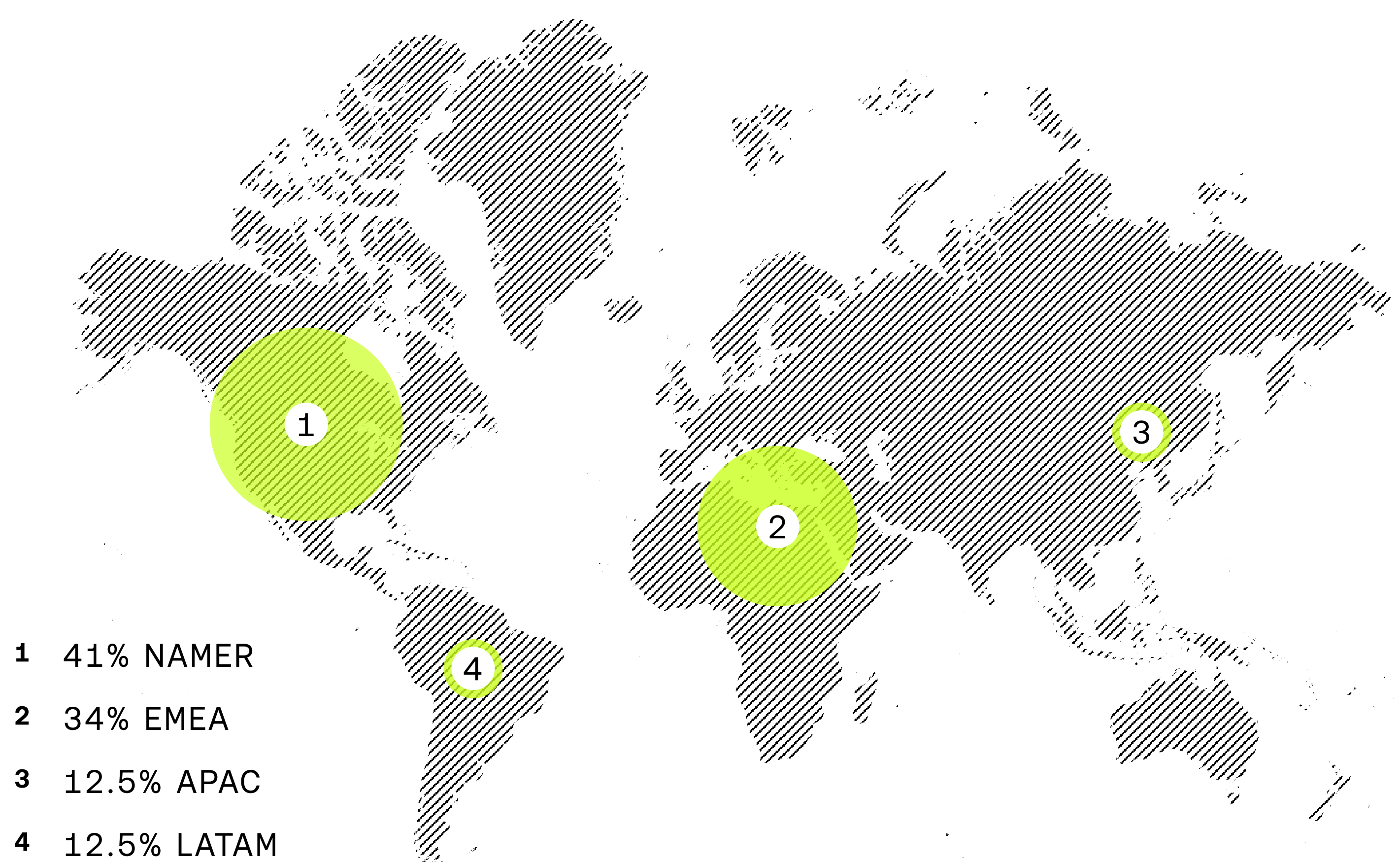
Job title



Support team size



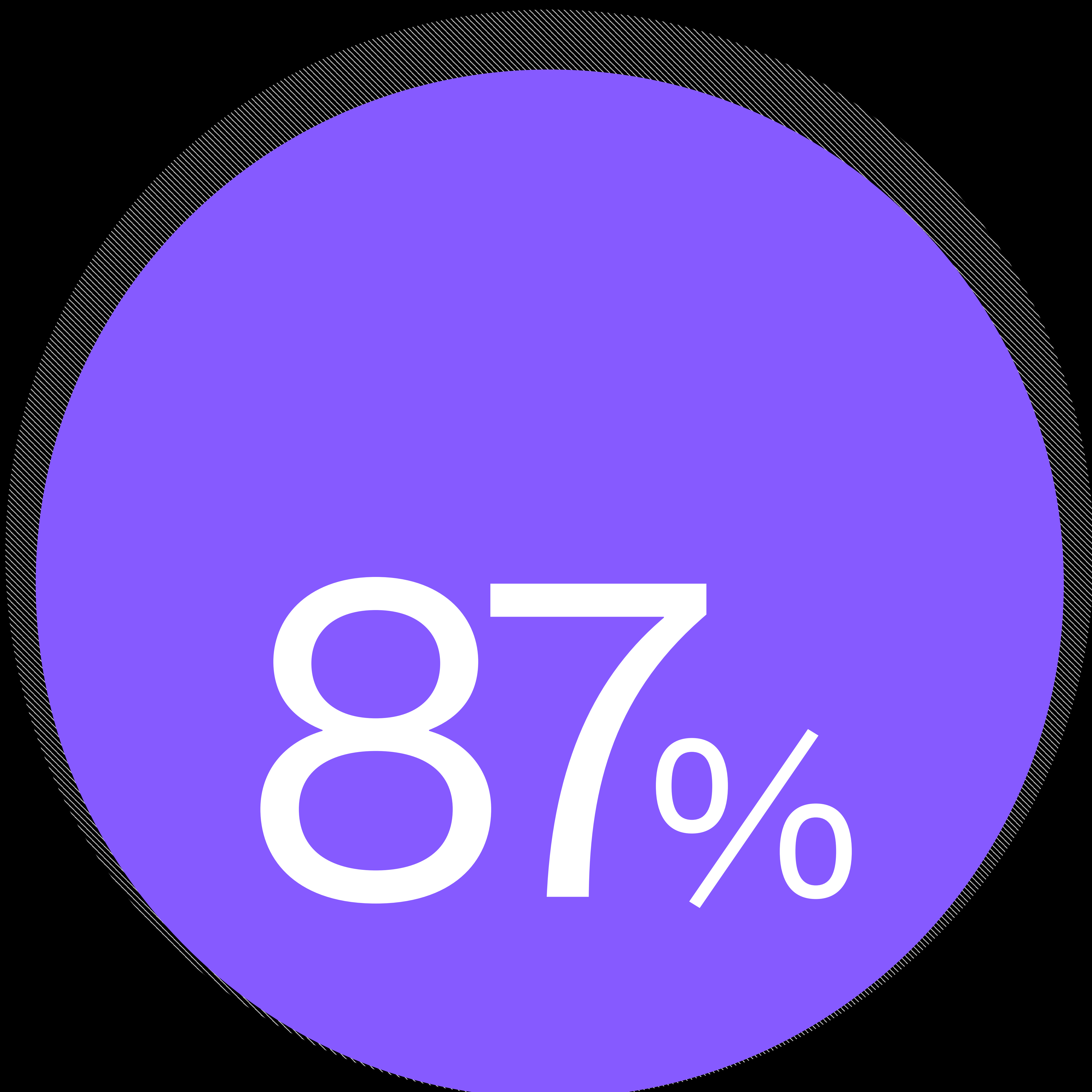
Regional split



* INTERCOM COMMISSIONED AN INDEPENDENT RESEARCH FIRM TO SURVEY 2,470 CUSTOMER SUPPORT PROFESSIONALS.

AI adoption
is the norm,
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the difference

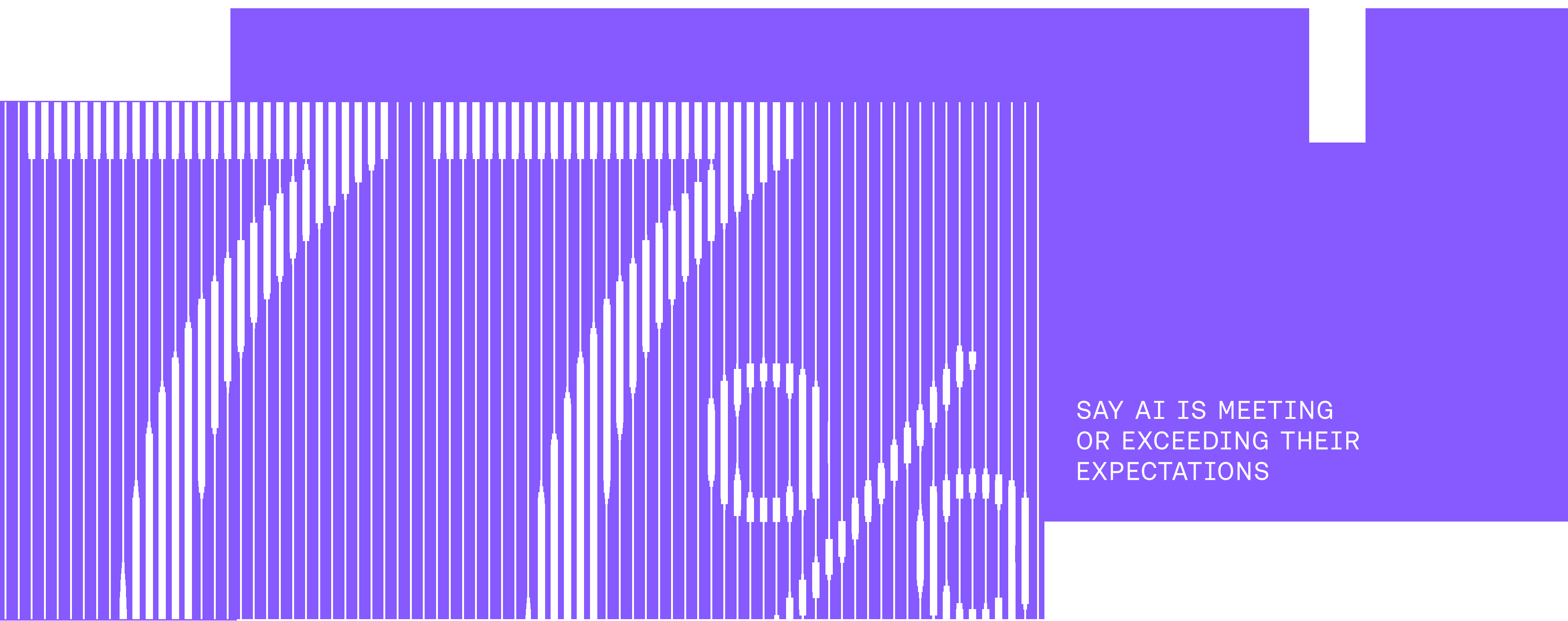
According to senior leaders (directors, VPs, and C-suite executives), 82% of organizations invested in AI in 2025, with 87% planning to invest in the year ahead. This level of budget commitment suggests AI in customer service has become commonplace.



87%

Teams using AI are seeing early wins in speed, scale, and cost savings

Over three-quarters of support teams (77%) say AI is meeting or exceeding their expectations, delivering wins like faster response and resolution times, always-on coverage, cost savings, increased capacity, and the ability to serve more customers around the globe with multilingual support.



Top benefits teams are seeing from using AI today

1	Faster response and resolution times	53%
2	24/7 support coverage	47%
3	Scaling support without growing headcount	26%
4	Cost savings (reduced cost to serve)	26%
5	Offering support in multiple languages	25%

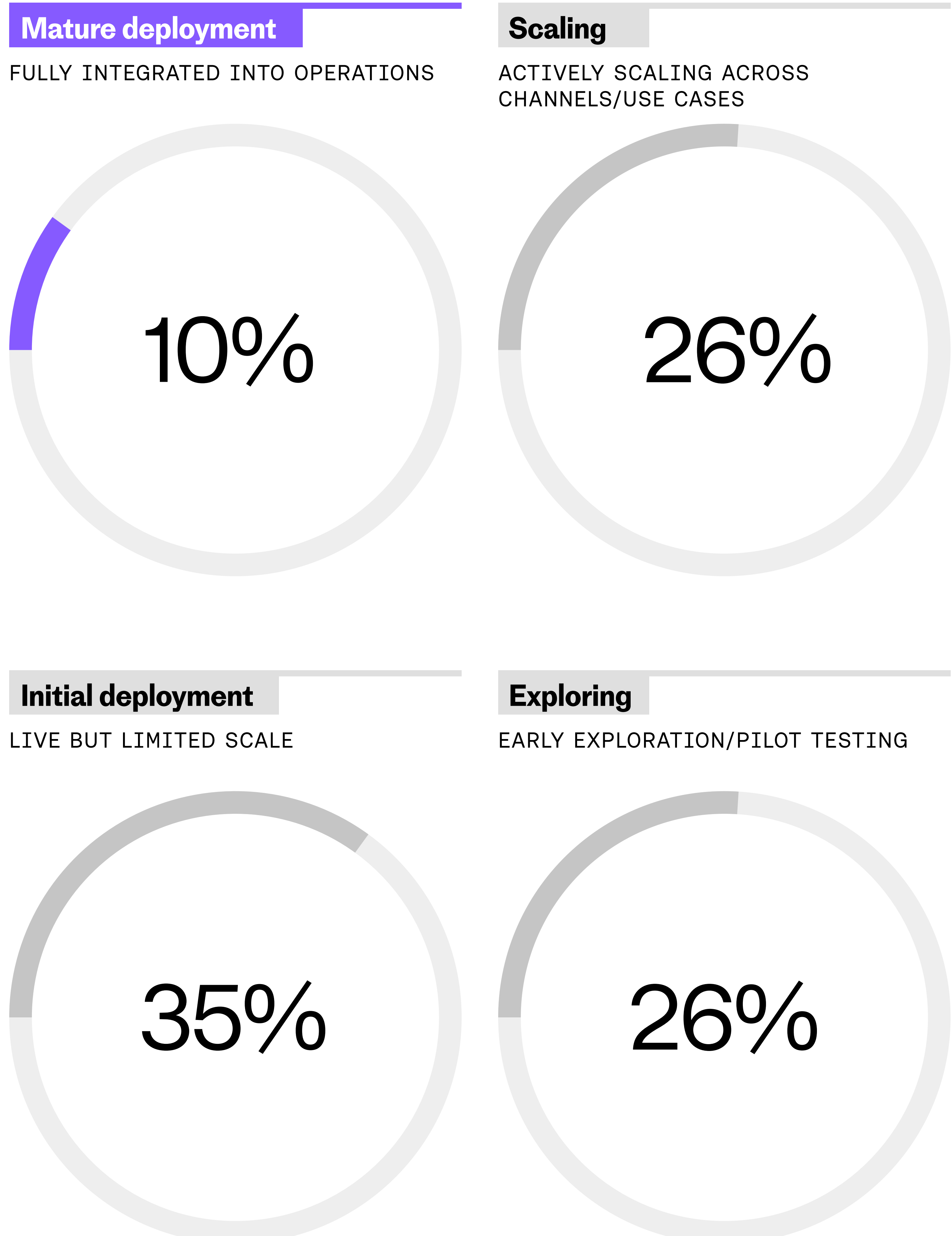
* PARTICIPANTS COULD SELECT MORE THAN ONE RESPONSE

But mature deployment is still rare (and where the biggest opportunity lies)

From what the research shows, as adoption becomes mainstream, simply using AI won't be enough to differentiate teams. **What increasingly matters is how much, and how well, they're using the technology.**

When we asked respondents to describe the stage they're at with AI, the data showed that **only a select group of teams** have reached a stage of maturity where AI is embedded into core customer service operations.

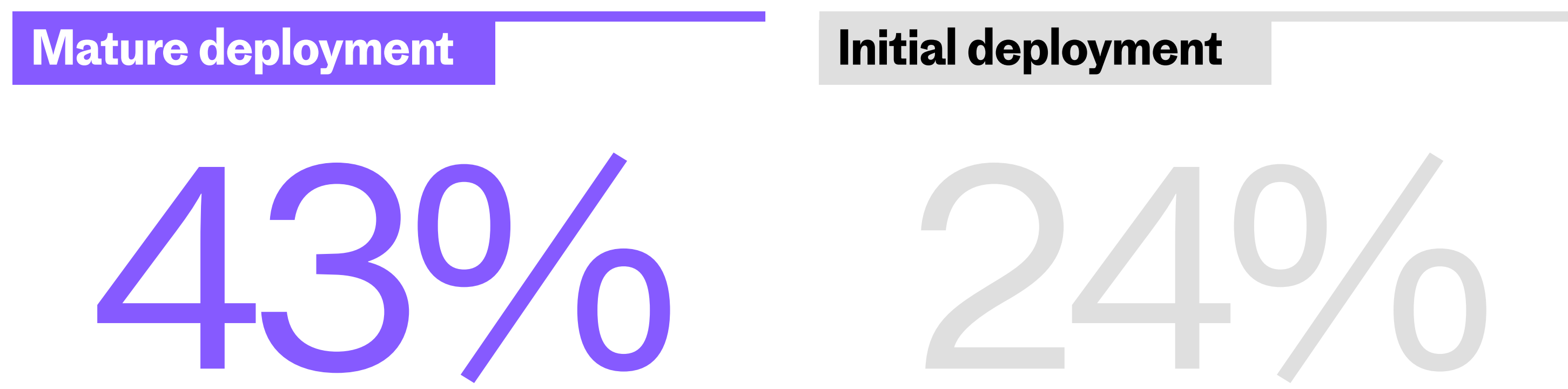
Which best describes your organization's stage with AI in customer service?



* 3% OF RESPONDENTS SAID THEY "DIDN'T KNOW."

While the majority of teams are experiencing initial easy wins, those that have gone deeper with their deployment see bigger gains. For example, **we found that 43% of teams that have reached mature deployment report higher quality and consistency across support** – nearly double the rate of those still in the initial deployment stage.

Respondents that identified “higher quality and consistency across support (%)” as a top benefit of using AI

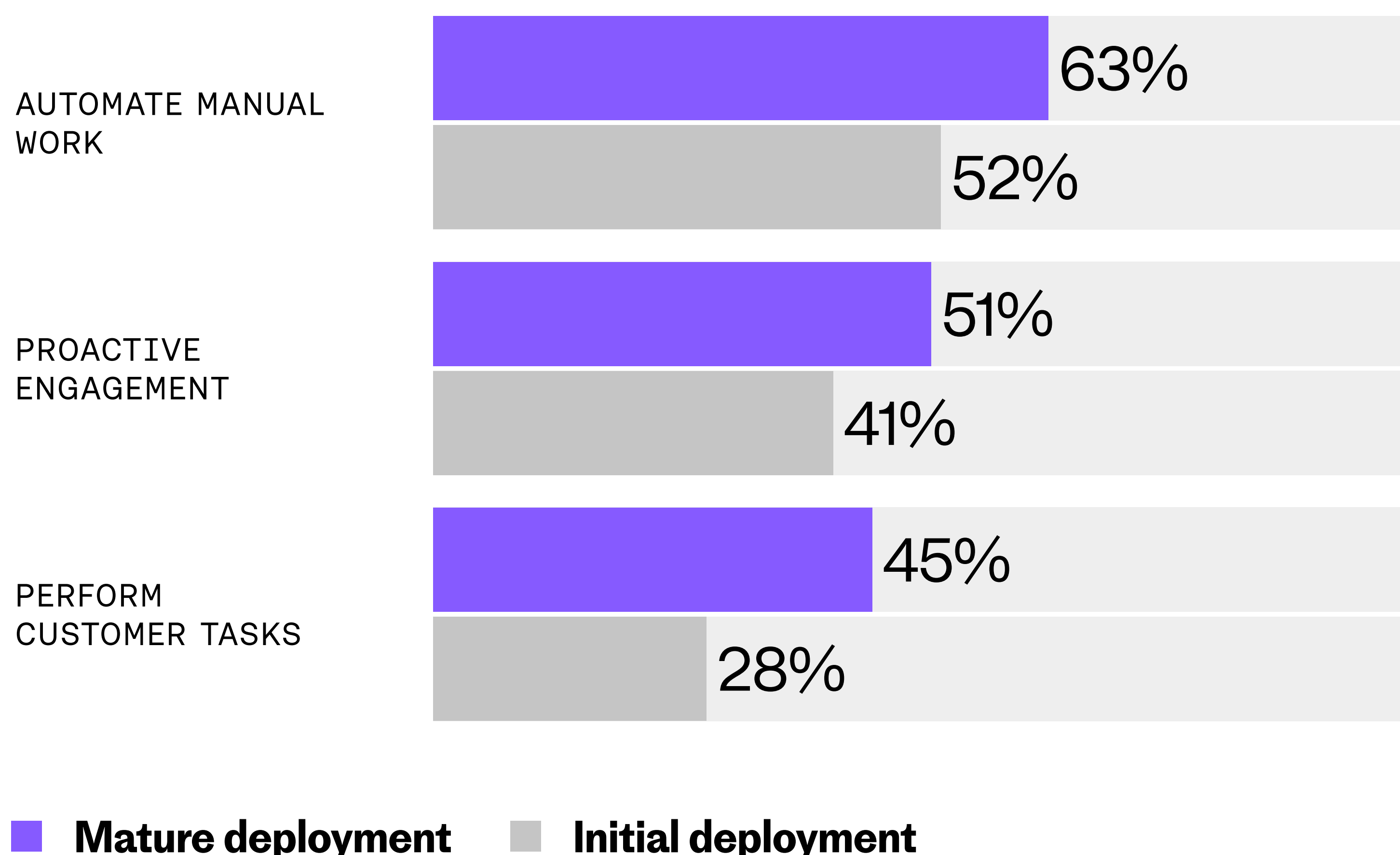


*PARTICIPANTS COULD SELECT MORE THAN ONE RESPONSE

That sense of higher quality could be driven by what AI enables. Those who’ve reached a stage of more mature deployment report a more sophisticated use of the technology. Beyond automating the bulk of their manual work, they’re using AI to proactively engage with their customers and perform tasks on their behalf.

This gap between basic adoption and deep integration helps explain the variance in outcomes. **The more you trust your AI Agent with meaningful work, the more it creates the conditions for higher-quality, more consistent support.**

How teams are using an AI Agent for customer service



Fin customer case study

In early 2023, Lightspeed adopted Fin to help their team handle tens of thousands of monthly support requests across multiple products, languages, and time zones.

With leadership support and a culture of experimentation, Fin went live within weeks. This was made possible by Fin's ability to fit seamlessly into a complex environment of ticketing, CRM, overlapping ERPs, and siloed knowledge bases without requiring Lightspeed to rip out or replace those systems. Fin worked with what was already there and proved it could deliver value inside a complex stack.

Lightspeed's CSAT has remained stable and in some cases even improved, proving that AI hasn't compromised their customer experience.



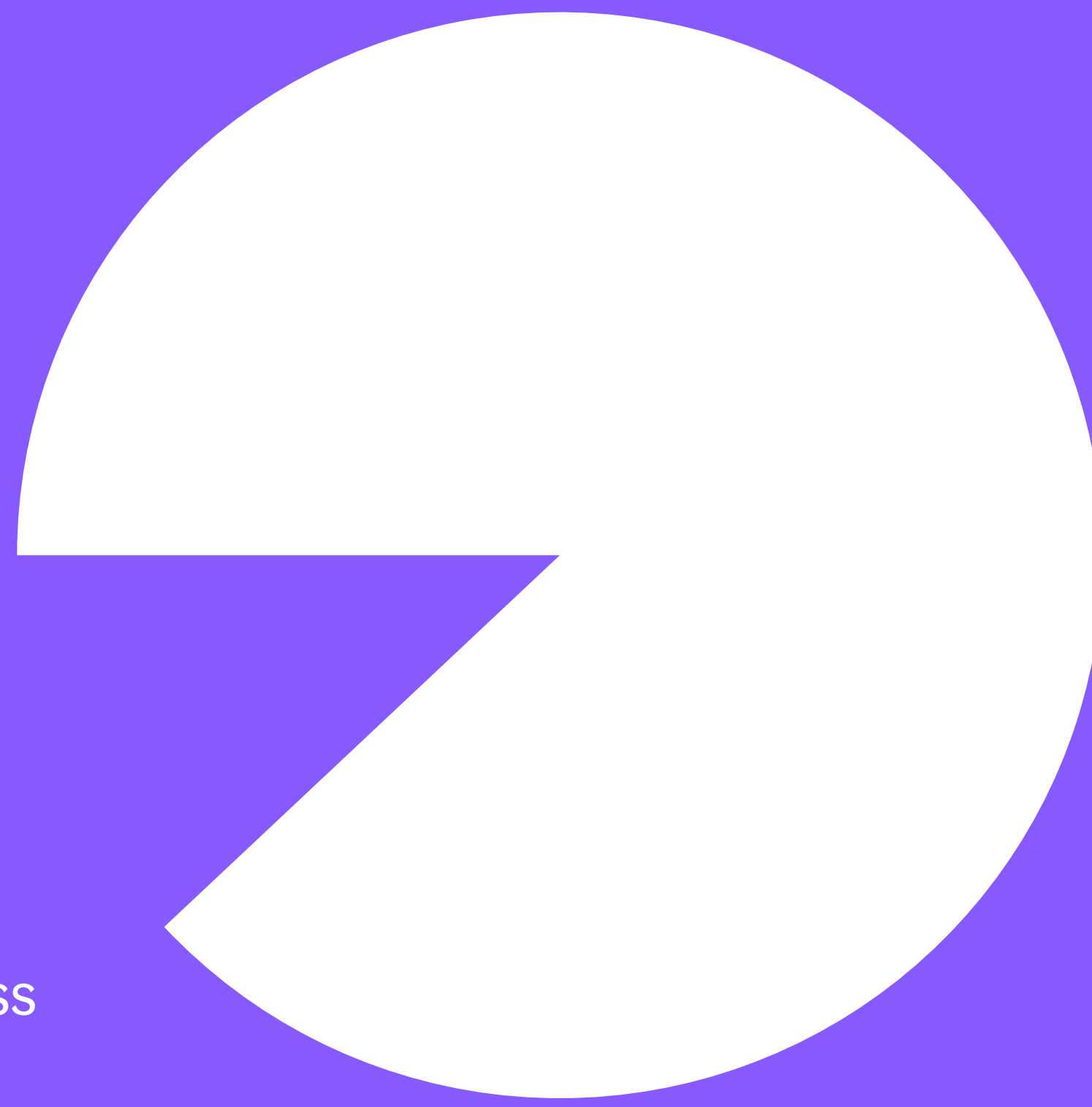
"It felt like cutting the Gordian knot. We didn't have to untangle everything, Fin worked with our complexity, not in spite of it."

YAMINE GLUCHOW, VP OF INFORMATION SYSTEMS
AT LIGHTSPEED

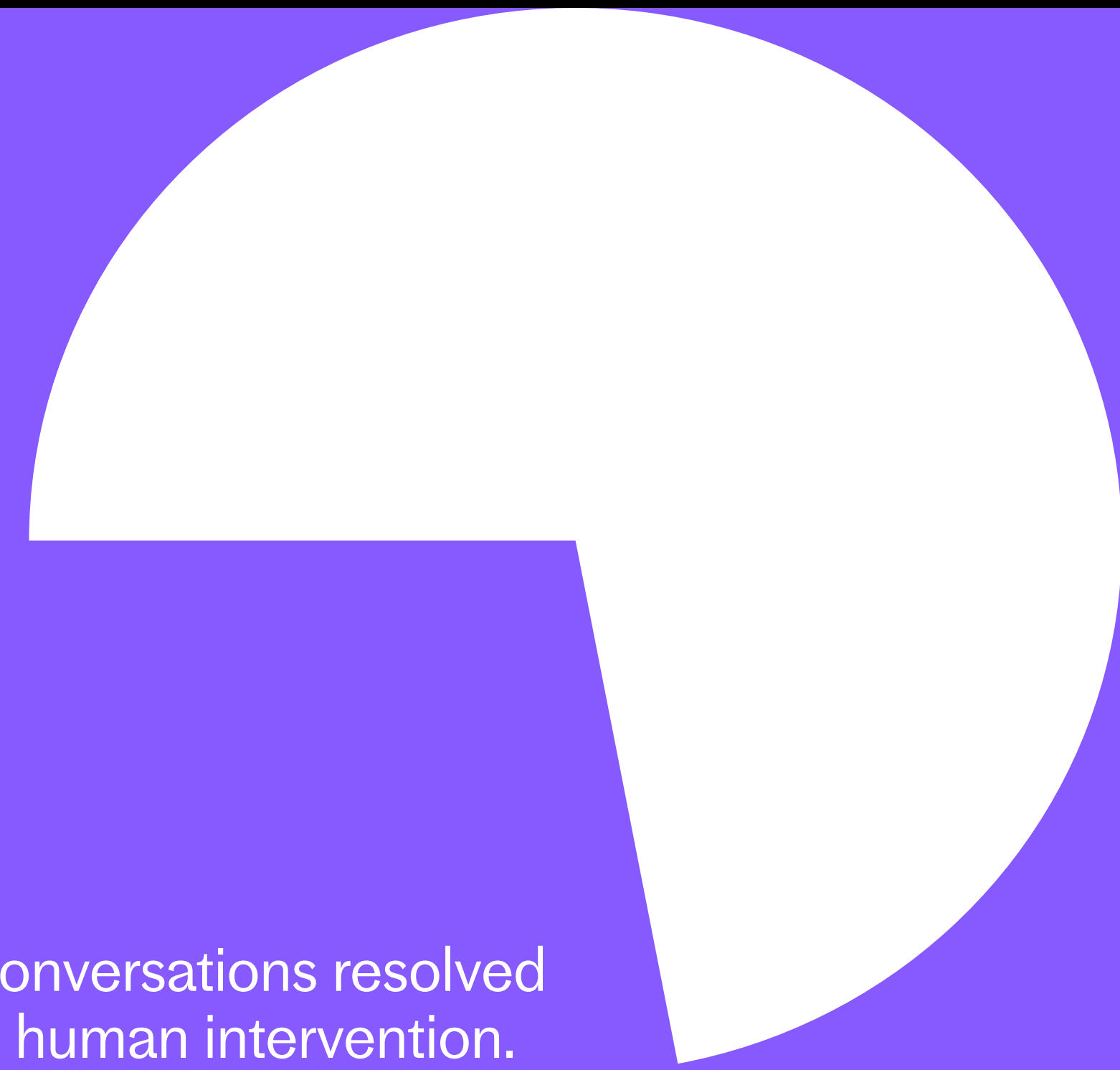
1 Real-world example of mature deployment

With a focus on continuous improvement, Lightspeed has gone on to achieve:

88% involvement rate across chat and email.



72% of Fin conversations resolved without human intervention.



43k+ customer requests resolved by AI monthly.

12+ languages supported across more than 100 countries.

READ MORE ABOUT LIGHTSPEED'S JOURNEY [HERE](#).

Reaching a state of maturity with AI isn't just something that happens. It takes intentional effort and a commitment to continuous improvement.

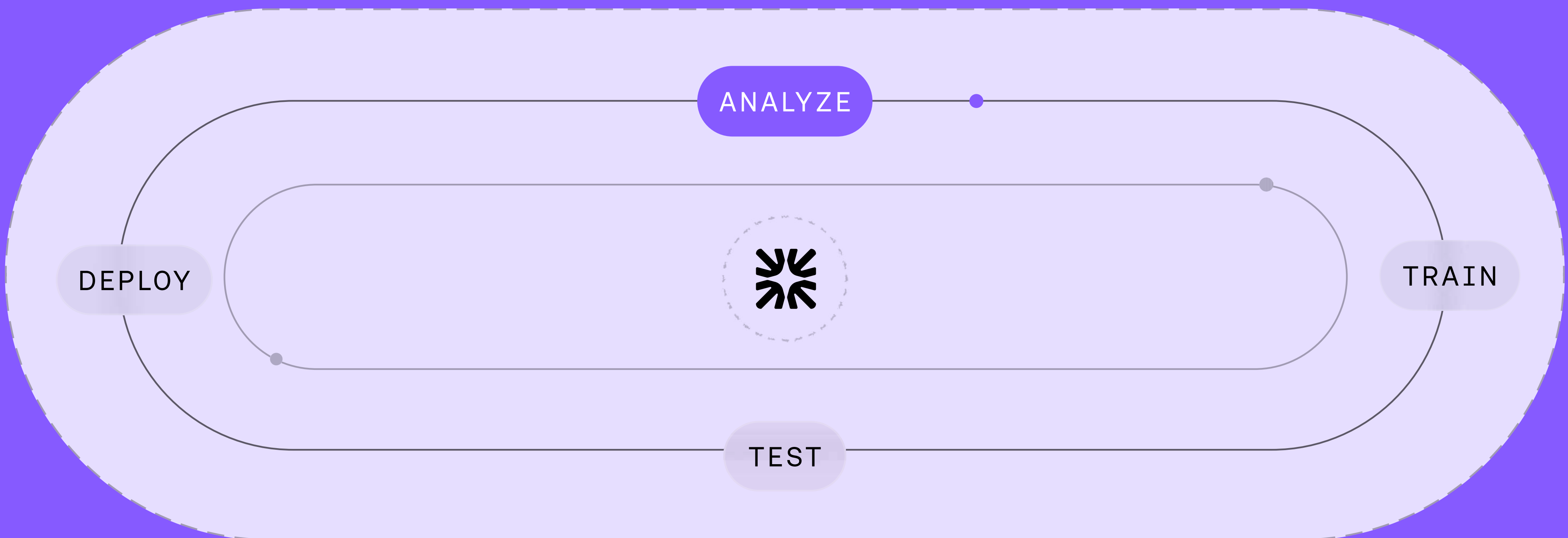
If you're using AI but your results are plateauing, you need to teach your AI Agent how your support operation *actually* works and give it access to the systems it needs to take action, test how it performs at scale, deploy it on multiple channels, and watch how it performs in production so you know where to fine-tune.

At Intercom, we have a framework for managing this called the **Fin Flywheel**. It's a continuous improvement loop that lets you train, test, deploy, and analyze Fin on an ongoing basis so any changes you push to production are controlled, and you can use performance insights to inform future iterations.



"It's not magic. If you invest in understanding, adoption, and great content, AI performance takes off."

YAMINE GLUCHOW, VP OF INFORMATION SYSTEMS
AT LIGHTSPEED



1. Train

Train your AI Agent to understand how your support operation works

Start by choosing a small set of complex, high-effort issues you want AI to resolve from start to finish. Document how your team handles these today, including all the questions agents ask, the decisions they make, the rules they follow, and the systems they use. Turn this into clear, step-by-step instructions the AI Agent can follow, and give it access to the tools and data it needs to take real action.

2. Test

Test what the customer's experience would be like

Test for whatever situation might come up by using realistic customer messages, including edge cases and messy scenarios. Make sure the AI Agent follows policies, makes the right decisions, uses the correct data, and knows when to hand off to a human before you put it in front of customers.

3. Deploy

Deploy in a controlled way

Be explicit about what the AI is responsible for, who it's available to, and where it operates. Start with defined workflows, customer segments, and channels, and clearly set rules for when a human should take over. Expand coverage gradually as your confidence in its performance grows.

4. Analyze

Analyze impact and continuously improve

Track metrics that reflect meaningful progress, like resolution rate, automation rate, escalation quality, and overall customer experience. Use performance insights to identify where the AI Agent is succeeding and where it needs refining. Then loop through the train → test → deploy → analyze cycle again to continuously raise the bar.

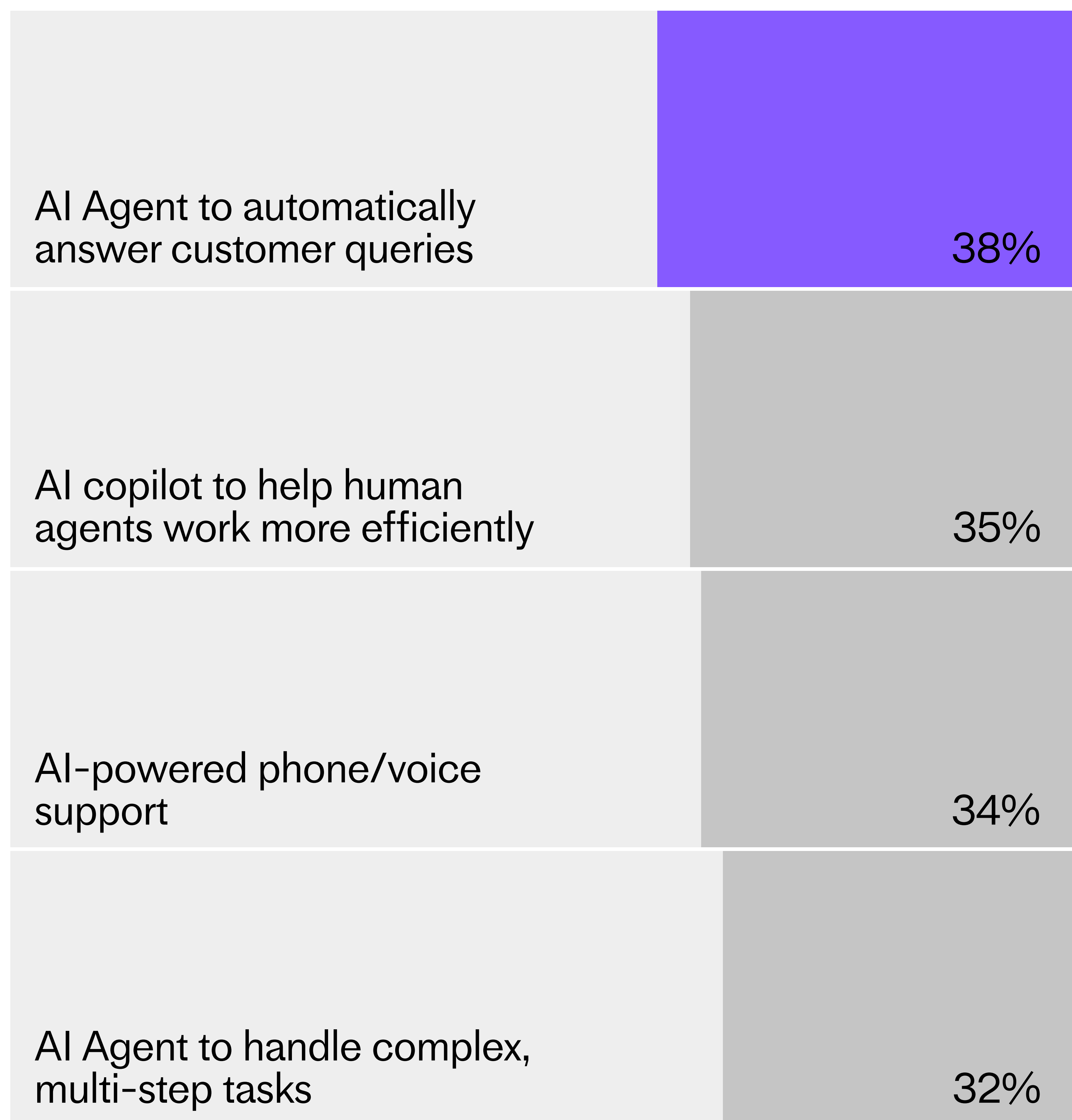
Excerpted from *The AI Agent Blueprint*, Intercom's strategic map that helps leaders achieve meaningful business transformation by confidently launching and scaling AI.

What teams are prioritizing in 2026

We can see from the research that most teams are still early in their AI journey. But looking ahead to investment areas for 2026, teams are signaling where they believe opportunity lies. Planned investment is concentrated in areas that point toward deeper use.

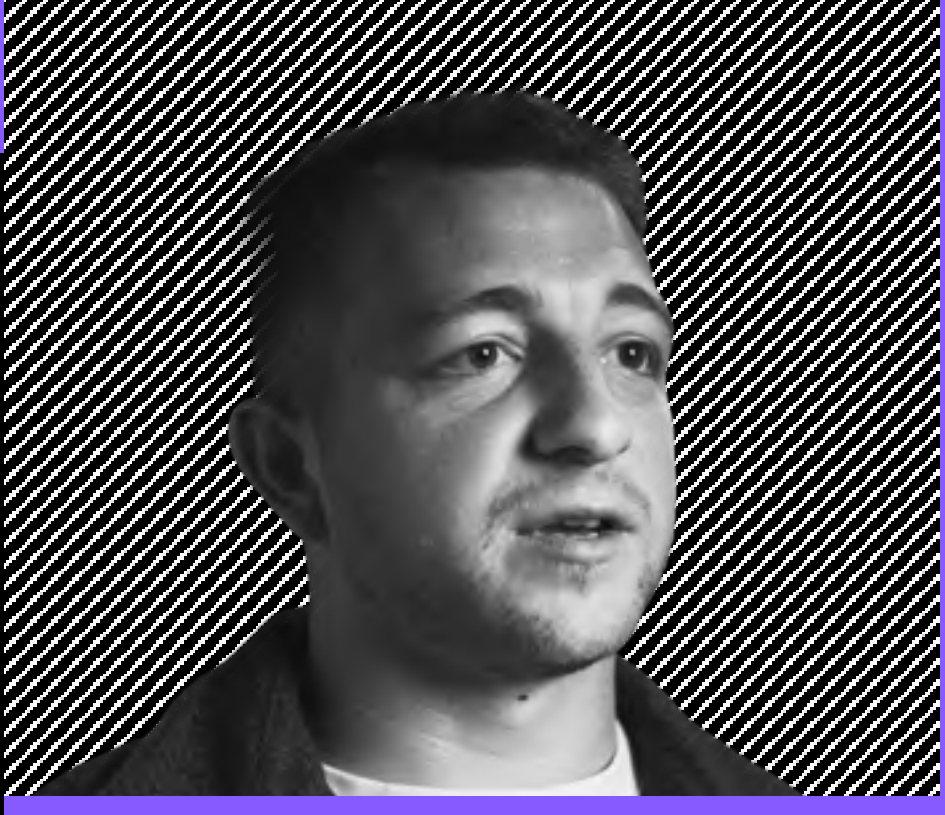
Here are the top four areas of investment for the coming year, according to senior leaders:

Applications of AI organizations are planning to invest in in 2026



*PARTICIPANTS COULD SELECT MORE THAN ONE RESPONSE

In 2026, moving from basic automation to complex, multi-step workflows across more channels will be what makes the difference. To unlock AI's benefits and revolutionize their support, **teams must go beyond shallow implementations and build for scale**. Only then will they start seeing significant ROI.



“We don’t see Fin as just deflecting volumes. It’s guiding the customer through their journey, from when they’re placing entries to when they need help after. AI is going to be able to understand the customer better than any human really will. And through that, you’re going to have the most curated experiences you can possibly have.”

ANDRE GAMBOA, DIRECTOR OF CUSTOMER SUPPORT
AT UNDERDOG FANTASY

Theme — 2

ROI becomes
clearer with
deeper
integration

The economic benefits of AI tend to show up first in speed and throughput, and they show up fast. Across all respondents, 62% say their customer service metrics have improved since implementing AI.



62%

Most often, teams report their initial gains in efficiency and scale:

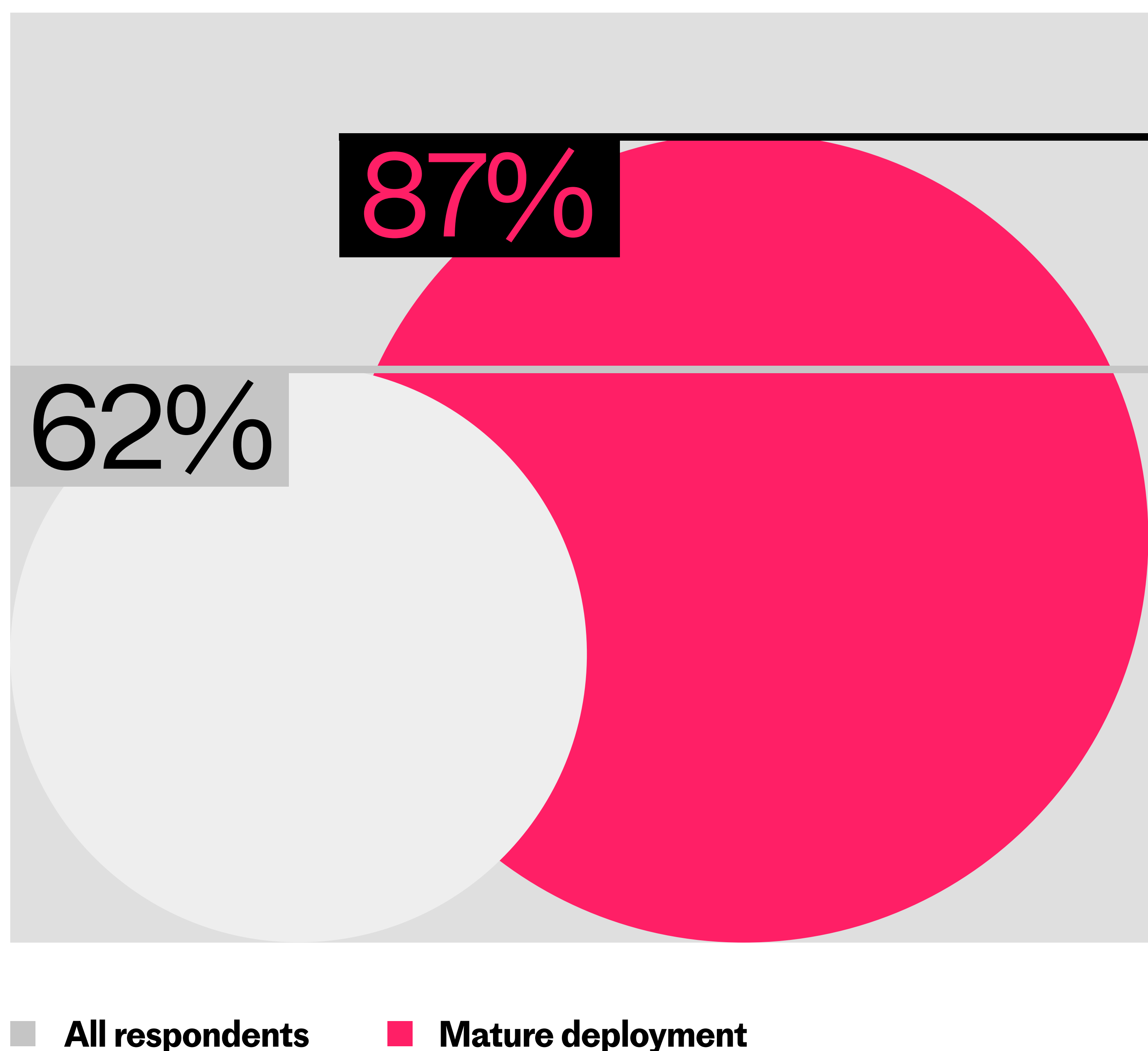
- Response time improved for 74% of teams.
- Handling time improved for 62%.
- Conversation volume closed increased for 35%.

Faster responses, shorter handling times, and the ability to resolve more conversations with the same team all contribute to lower cost per interaction. **But the deeper teams go with deployment, the more the results start to show in the metrics.**

Economic impact varies depending on how AI is deployed

Interestingly, we found that among teams that describe their AI deployment as mature, the cohort of respondents reporting improved metrics as a result of AI rises from **62% to 87%**.

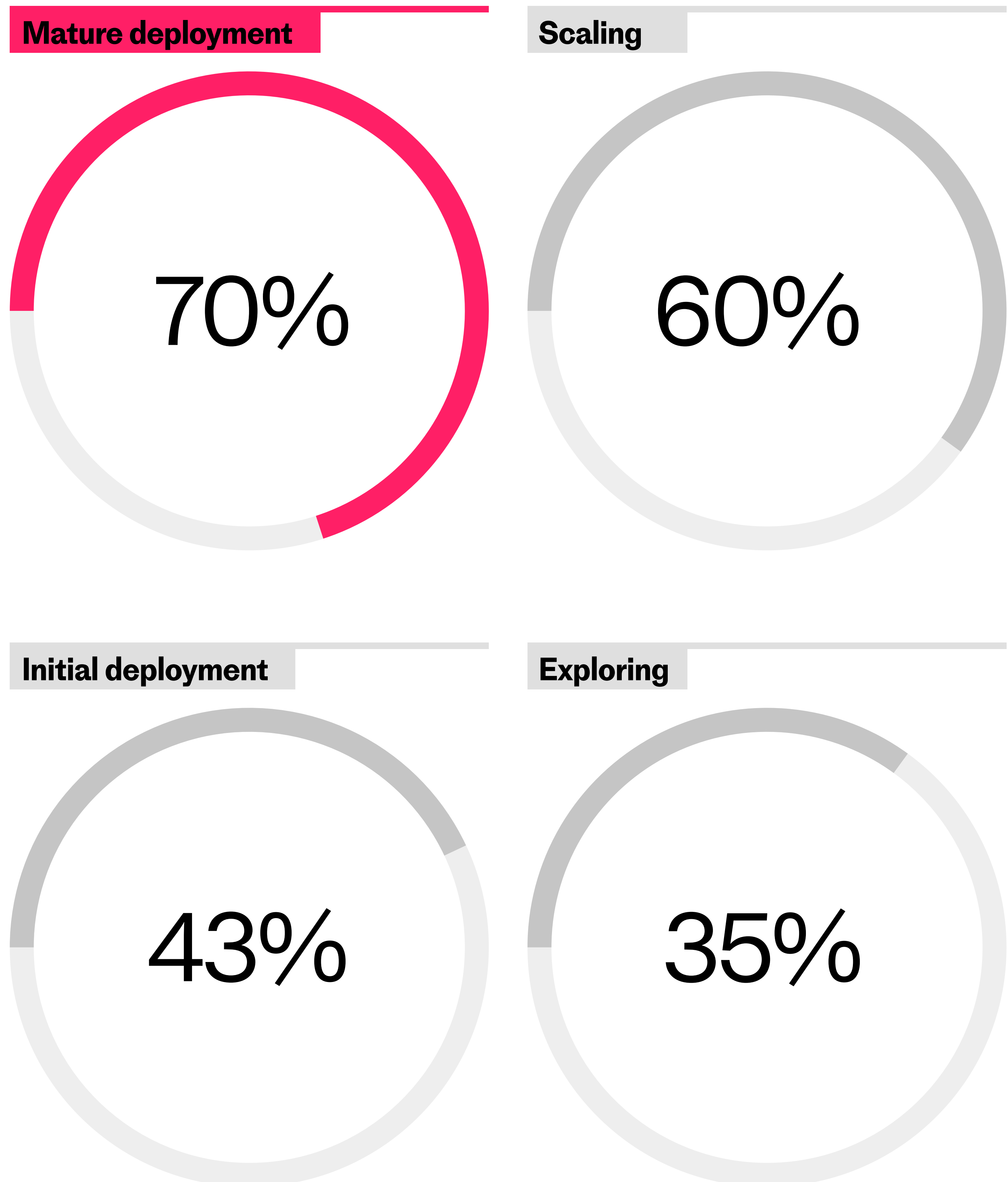
Percentage of respondents who confirmed their customer service metrics have improved since implementing AI



This suggests that the scale of economic impact varies depending on how deeply AI is integrated.


What's more, teams with more mature deployments are **significantly more** likely to say they can measure the return on their AI investment:

Percentage of teams who say they can measure ROI



So, while early-stage teams may be seeing benefits, the ability to measure ROI that creates across-the-board buy-in is reported more often by teams with deeper AI deployments.

2



“Our 2025 support stats in a nutshell: our AI support agent resolved the equivalent of 90% of a human's yearly working hours in tickets. **1,760 hours saved.** \$79,667 avoided in cost. This is what happens when AI is designed to augment humans, not imitate them.”

ROBB CLARKE, HEAD OF AI
AT RB2B



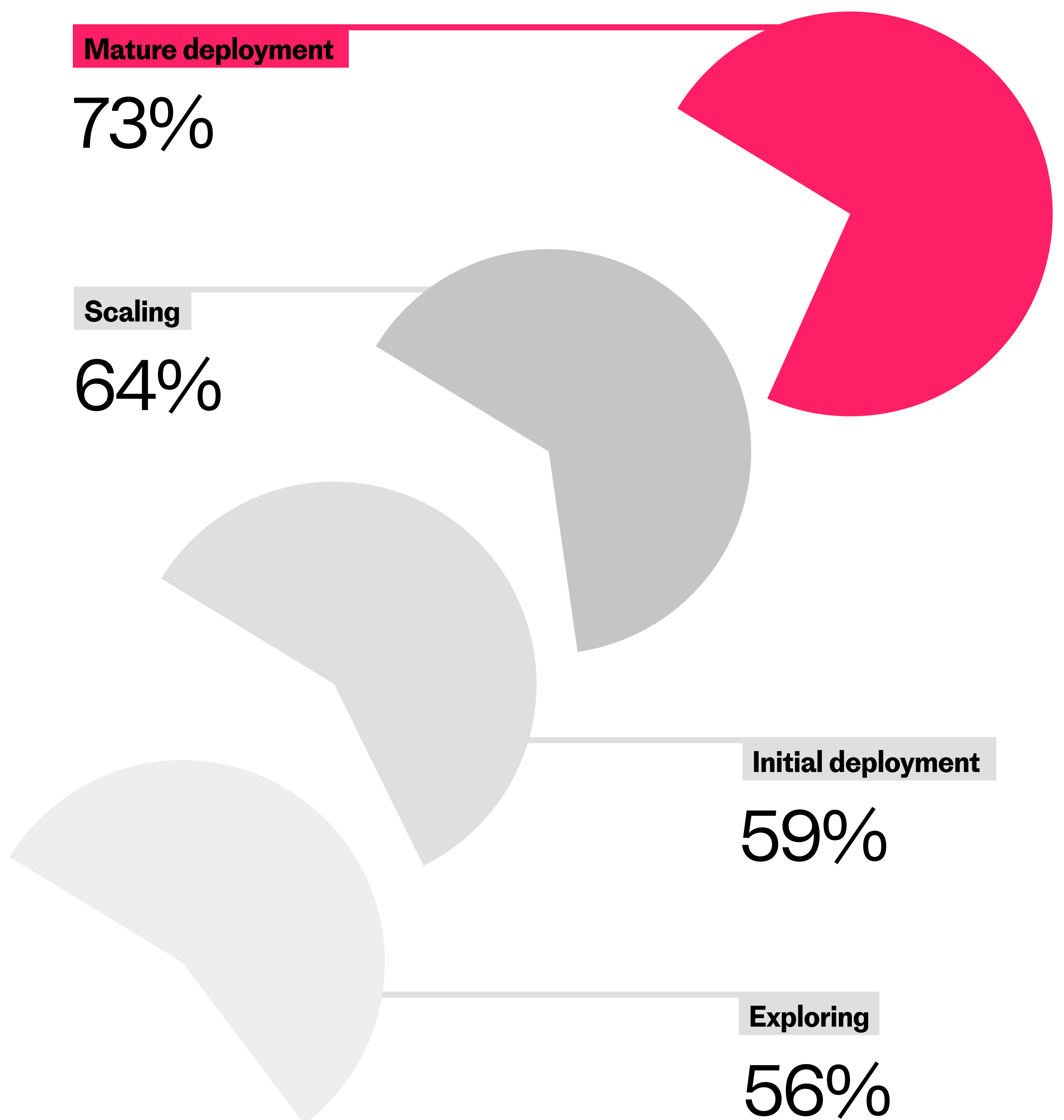
HOURS SAVED WITH AN AI AGENT
(THAT'S 220 WORK DAYS)

How teams think about measuring ROI

Our research finds that across all stages of maturity, teams are thinking consistently about how they measure the ROI of AI. The most commonly cited measure is “time freed up using AI that the support team can use to focus on value-adding activities for customers” – reflecting the growing role of support agents as AI allows them to expand elsewhere in the customer lifecycle.

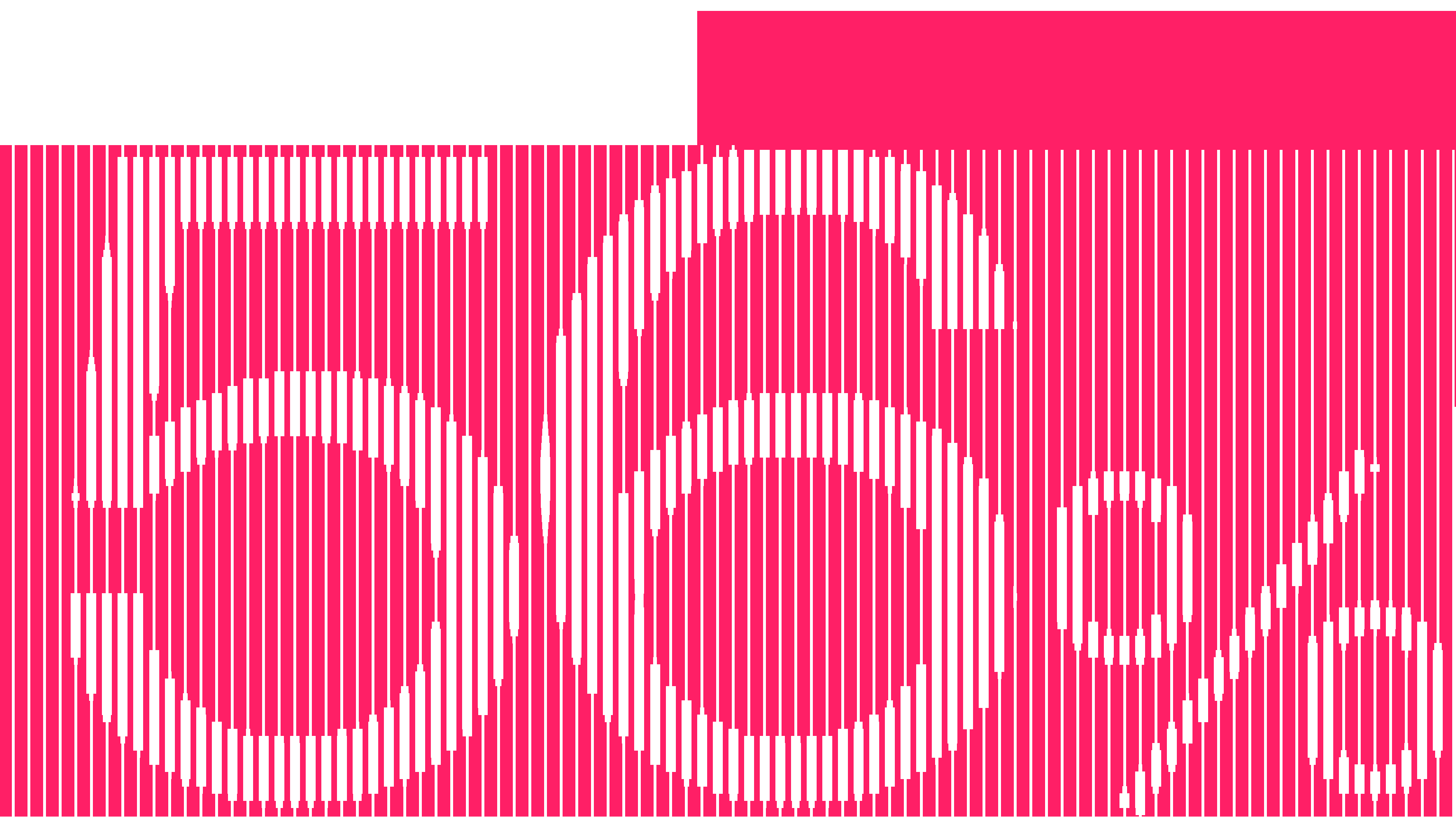
While the measure doesn't change as teams move through maturity stages, what does change is how strongly that signal shows up.

Percentage of teams who selected “time freed up” as one of their primary measures of ROI



This pattern suggests that the focus on **finding new ways to create value for customers** remains the real promise of AI for most teams.

As expected, reduced costs and slowed headcount growth also show up in the data. But what's more interesting is how **the emphasis moves to reallocation of effort and resources** as teams move toward mature deployment. More than half (56%) of mature teams report that freed capacity is used to support revenue-generating activities.



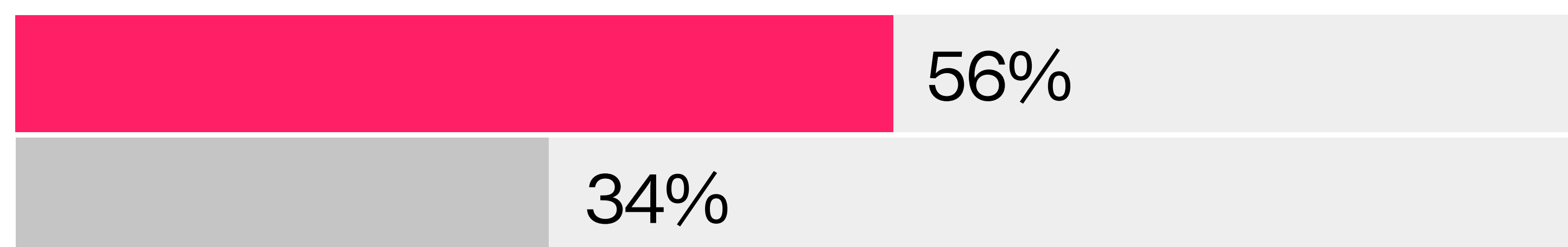
OF MATURE TEAMS REPORT THAT FREED CAPACITY IS USED TO SUPPORT REVENUE-GENERATING ACTIVITIES

How is your team thinking about measuring the ROI of AI in customer service?

Time freed up using AI that the support team can use to focus on value-adding activities for customers:




Time saved using AI that can be used to focus on revenue-generating activities for the business:



*PARTICIPANTS COULD SELECT MORE THAN ONE RESPONSE

■ **Mature deployment** ■ **Initial deployment**

2



“Fin immediately cut through the noise in our inbox by handling repetitive queries, and it now tackles increasingly complex issues.

This pivotal shift has given our team the breathing room they desperately needed, allowing them to concentrate on higher-value customer interactions rather than just trying to keep their heads above water.”

LEE BURKHILL, AI & SOLUTIONS MANAGER
AT MONY GROUP

Theme — 3

The bar has moved from “does it work?” to “is it actually good?”

More than ever, teams are focused on improving customer experience and satisfaction, with 58% saying it's the top priority for 2026. That number has more than doubled since last year, when just over a quarter (28%) of respondents cited it as a top priority.

58%

28%

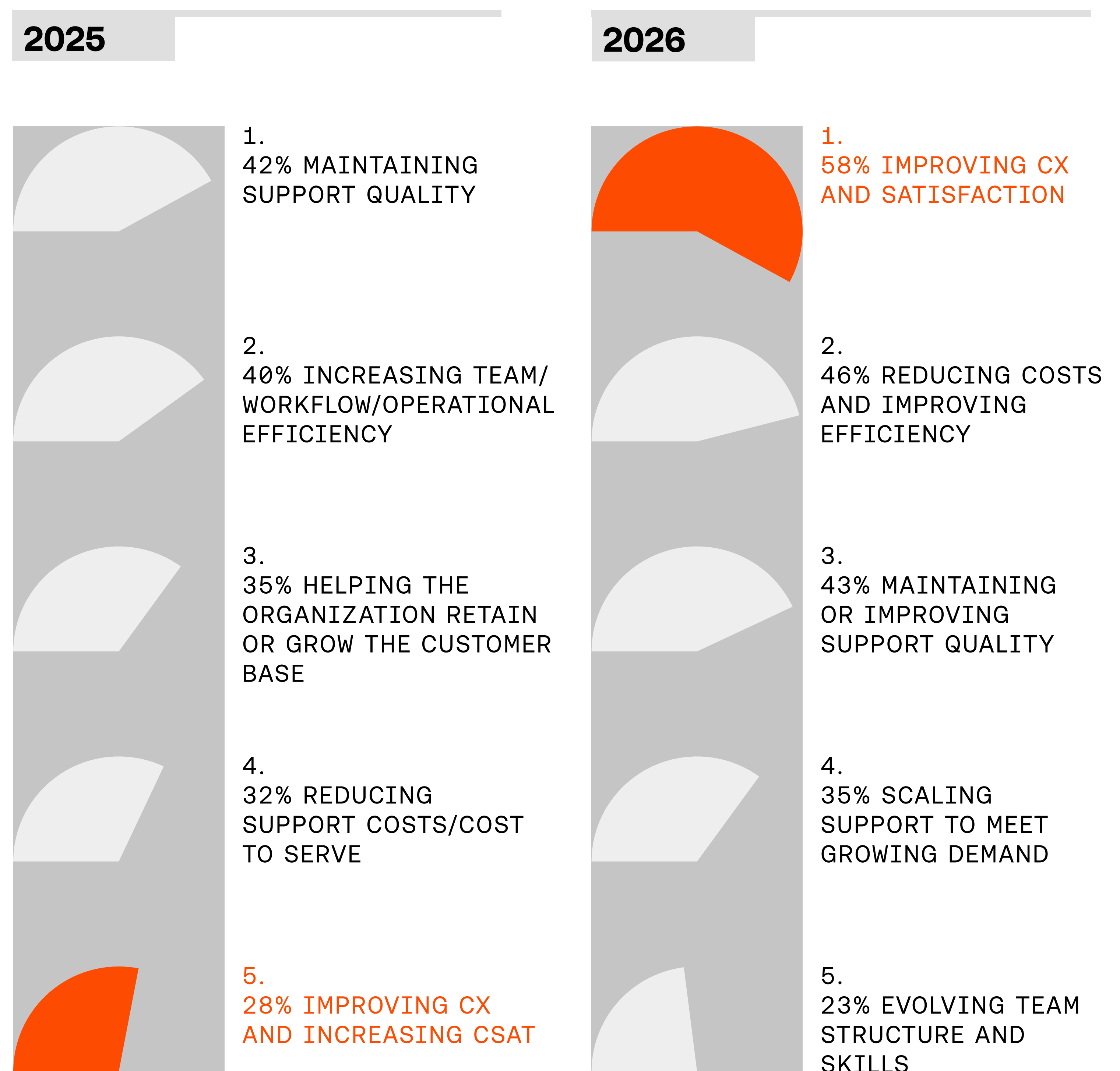
2025

2026

Support teams' top priorities for 2026

As AI takes on more of the manual work, humans are being freed up to move from being reactive to proactive, with **more time to focus on actively improving the customer experience**. In other words, when the AI is working, the measure of success moves to how well it's working.

What are the main priorities for customer service at your company?

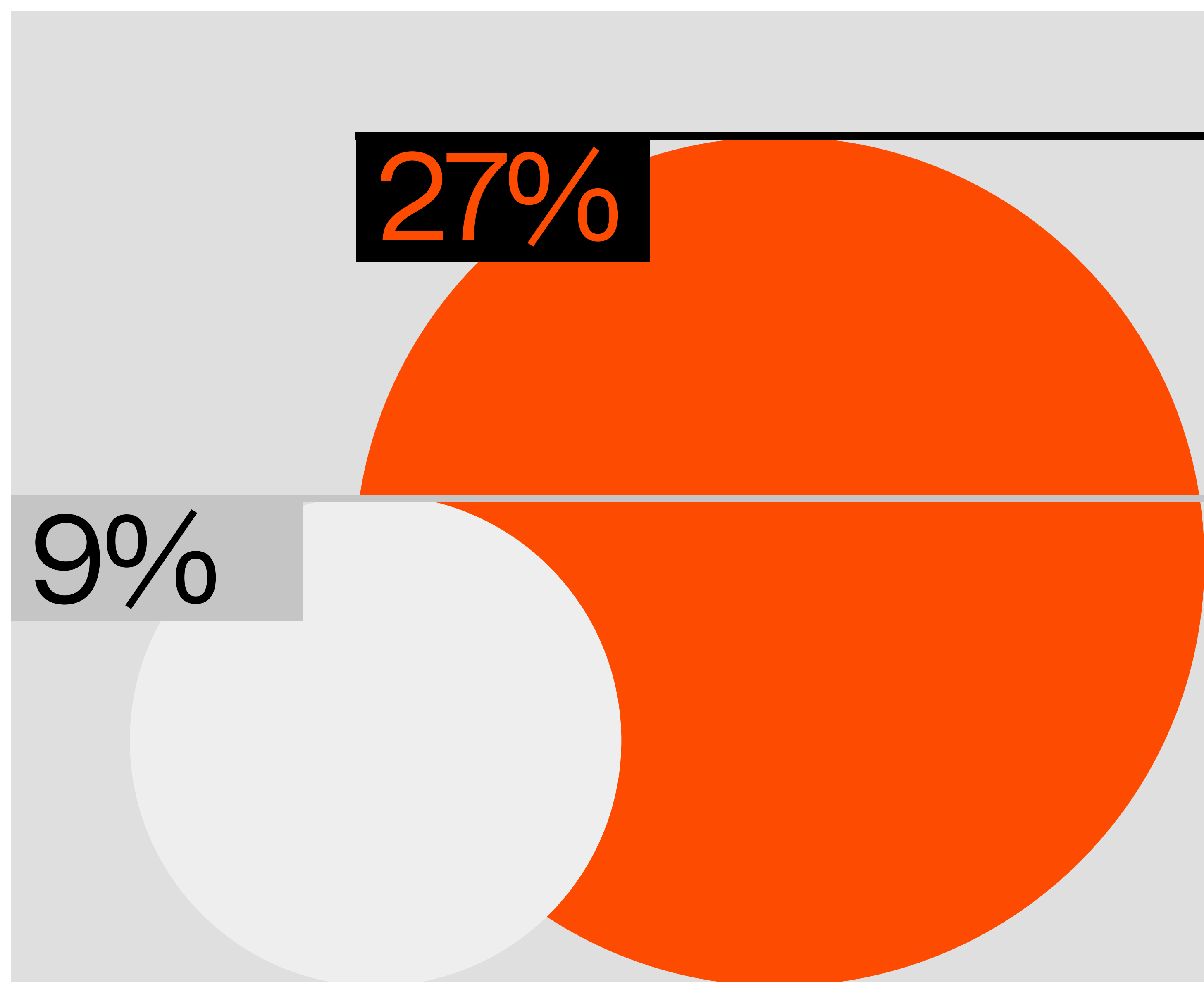


Closing the expectation gap

Customer expectations of support continue to rise, but the data suggests that AI is starting to help teams keep pace. Last year, 91% of teams reported rising expectations from customers. This year, that figure stands at 80%.

When teams initially deploy AI, only 9% say they can always meet customer expectations. That number triples as teams reach a mature level of deployment.

We feel our customer support team is always able to meet increased customer expectations



■ Initial deployment ■ Mature deployment

Feeling confident that they can always meet expectations allows teams to look for other improvement opportunities, such as proactive customer engagement.



“Our approach to customer support is very human-centric, but Fin plays an important role - helping us increase customer satisfaction, improve response times, and deliver a white-glove experience.”

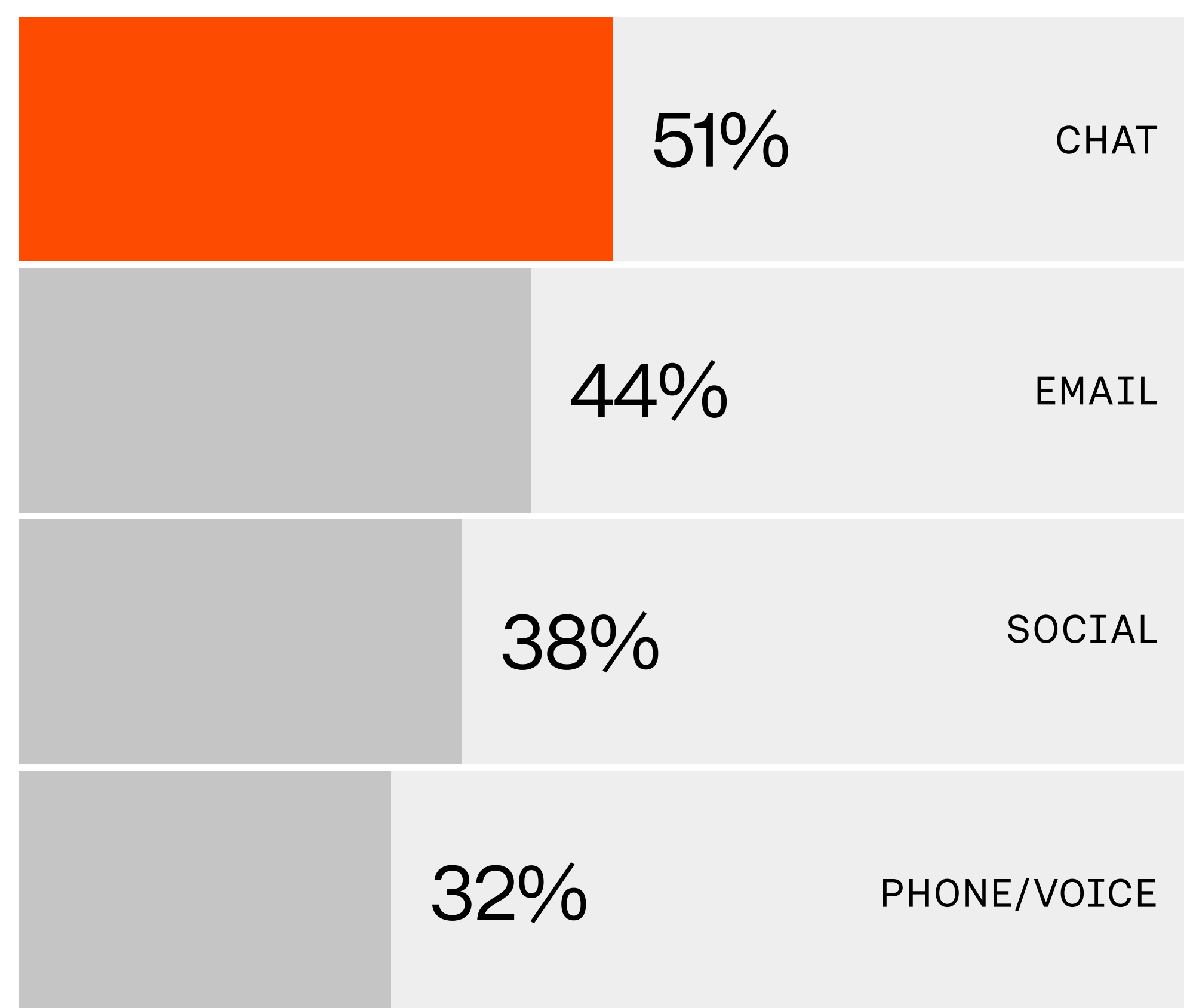
HILARY DUDEK, HEAD OF CUSTOMER EXPERIENCE
AT GAMMA

The next frontier: Consistent experiences across every channel

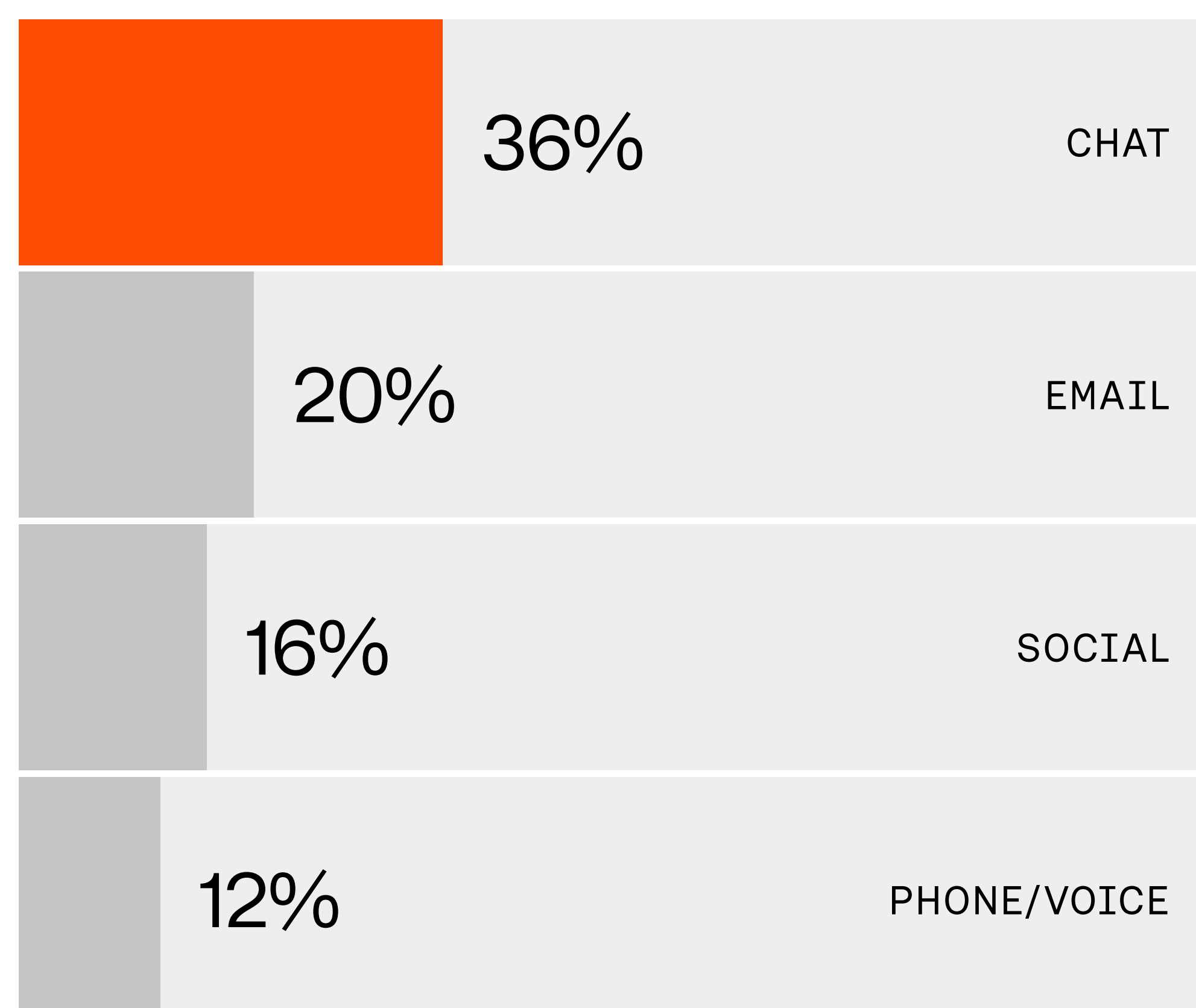
To meet customers' expectations and create a strong customer experience, **you need to be wherever they are.** That means deploying AI on every channel your customers use to reach your team.

When we dug into the data, we found that chat is the most-used channel for AI-powered customer service, with 51% of teams saying they currently use AI tools there. It's also the channel that yields the highest resolution rate.

Channels where support teams are currently using AI tools



Channels that currently have the highest AI resolution rates

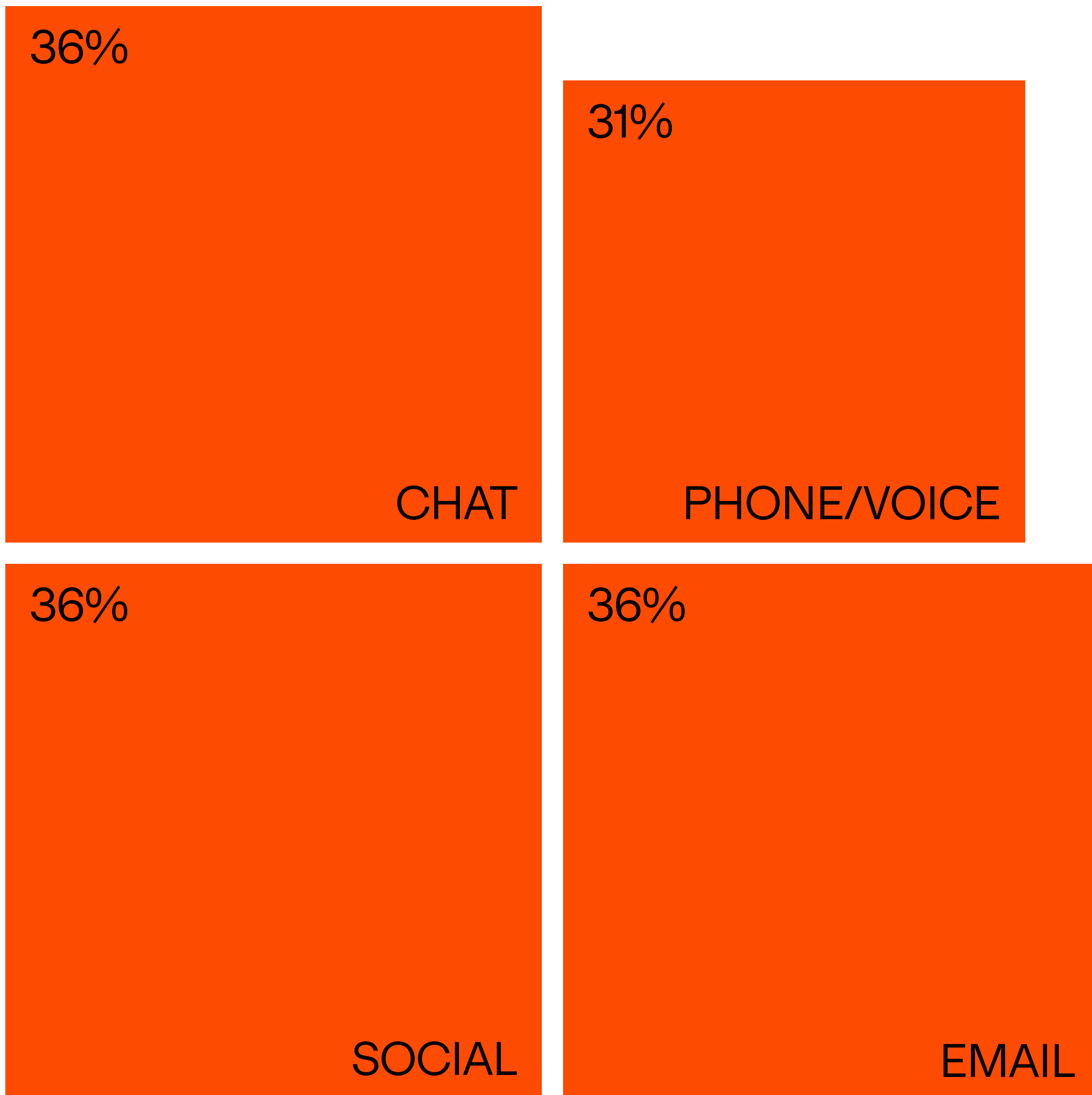


While the resolution rates might be lower across other channels like email, social messaging, and phone/voice, investment projections for 2026 signal that **teams are continuing to place bets on an omnichannel approach.**

Our research shows that planned investment for 2026 is distributed nearly equally across chat, email, and social messaging (36% each), closely followed by phone/voice (31%).

This shift signals that teams have moved beyond asking “Which channel should we optimize?” to **“How do we deliver consistent AI-powered experiences everywhere our customers are?”**

Channels teams are planning to expand AI usage to in 2026



What the next threshold looks like

These signals suggest where the next phase of AI value is emerging: consistent, high-quality customer experiences. Teams are moving beyond proving that AI works and expanding its impact across their entire support network to deliver more consistent experiences in the places their customers are.

The opportunity here is huge. Teams that crack omnichannel consistency have a chance to continue bridging the divide between what customers expect and what they can deliver. Every interaction can be an opportunity to exceed their expectations and build long-term trust.



“We are a global company. Our traders and our customers are all over the world. The fact that somebody in Asia-Pacific can reach out to us in their native language at what is 2 a.m. for us and get a response via chat, Fin Voice, email, SMS, or WhatsApp – the fact that they can do that in their language and get a response instantly has been huge.”

DENNIS O'CONNOR, DIRECTOR OF SUPPORT
AT TOPSTEP

Theme — 4

Important
support work
now extends
beyond the
inbox

AI is reorganizing core customer service operations as it starts to take on a higher volume of work and more complex tasks.

Across all teams, 45% report updating job descriptions to include AI-related responsibilities, with 40% saying their human agents are now more focused on training and optimizing their AI systems.

40

100

90

80

70

60

50

40

30

20

10

Another 27% report that human agents primarily handle the most complex escalations and edge cases, while a quarter say agents are doing more consultative and strategic work.

Even at the initial deployment stage, 16% of teams report spending less time handling support volume since implementing AI – and among teams who've reached maturity, that figure rises to 28%.

How are existing support roles changing on your team as a result of AI?

1	We've updated job descriptions to include AI-related responsibilities	45%
2	Support agents are spending more time training and optimizing the AI system	40%
3	Where support agents deal with queries, they're handling the most complex escalations and edge cases	27%
4	We've changed support agent KPIs or performance metrics	26%
5	Support agents are doing more consultative/strategic work	25%
6	Teams are spending less time handling support volume	24%

* PARTICIPANTS COULD SELECT MORE THAN ONE RESPONSE

Additional insights from Intercom's RAD team

In a separate study conducted by Intercom's RAD (Research, Analytics & Data Science) team, this theme of support team evolution was also apparent. The team analyzed interviews with 166 Intercom customers or prospects to understand what changed once AI Agents like Fin became part of everyday work. Nearly all participants ($\approx 95\%$) reported **meaningful workflow changes**, with manual processes like ticket triage, routing, translations, and repetitive responses being handled by AI, and **humans focusing more on monitoring or fine-tuning AI outputs**.

Eighty-three percent of participants also reported seeing their team's roles and responsibilities change to become more strategic and supervisory in nature. **Overall, AI made roles broader and more analytical**, demanding less manual interaction and more responsibility for optimization, configuration, and strategy.



"I don't see AI or tech purely as a cost play. I do see it as a scale. Because where humans cannot scale, AI is actually amplifying that human capability. It's enabling humans to become AI supervisors or AI leaders."

GUNEET SINGH, VP OF CUSTOMER EXPERIENCE AND CARE
AT APPFOLIO

Team structure is evolving alongside the work

As the work changes, so does the team structure. Many organizations are reallocating existing staff to AI-focused roles or hiring for new skillsets entirely, and new roles are emerging that didn't exist two years ago. Only a small minority of teams (8%) say they haven't added new roles because of AI and aren't planning to.

These are the new roles added most frequently by our respondents:

Conversation analyst

32%

30%

Knowledge manager

AI operations lead

28%

24%

Support automation specialist

8%

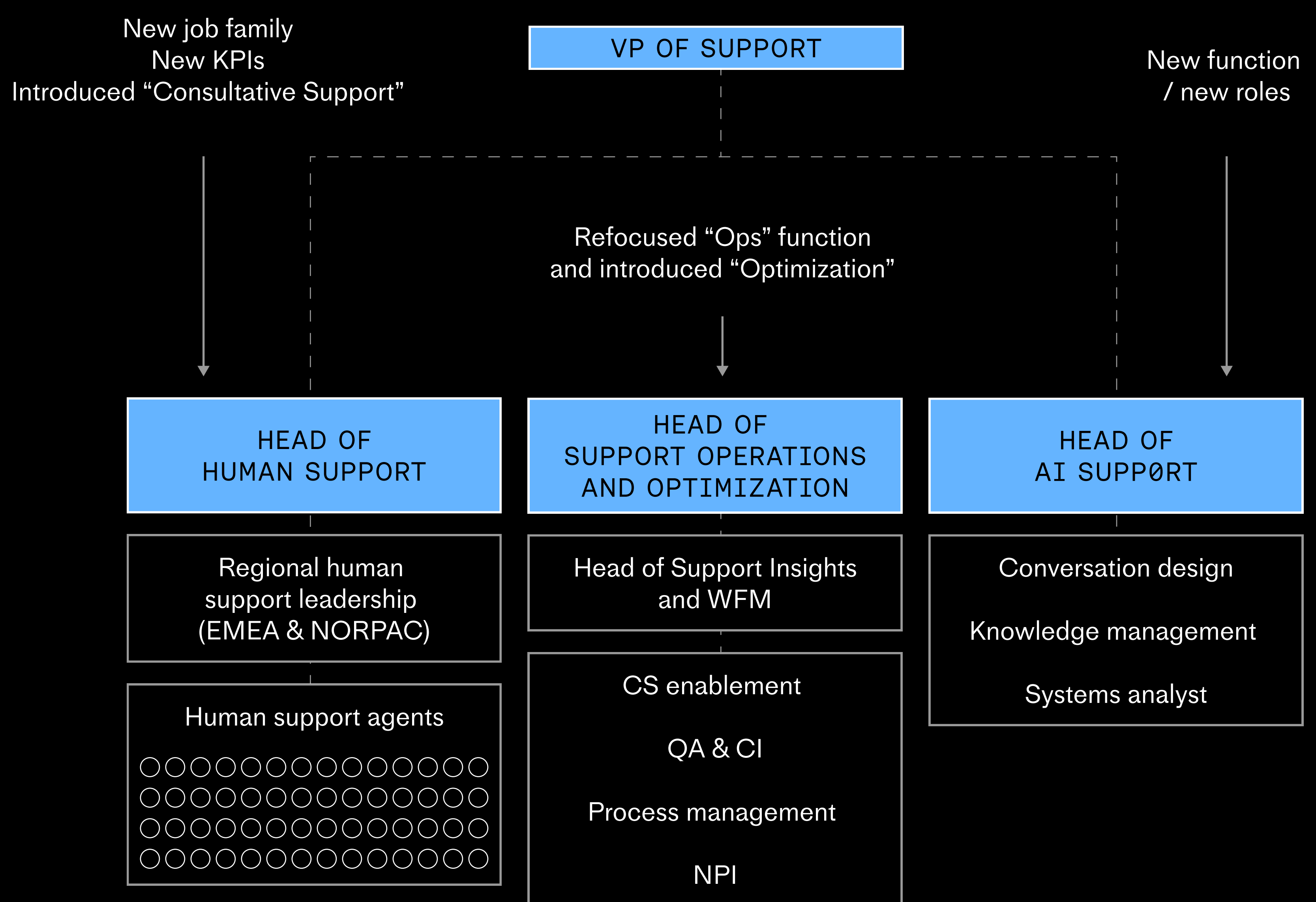
Only 8% say they haven't added any new roles because of AI yet and aren't planning to.

*PARTICIPANTS COULD SELECT MORE THAN ONE RESPONSE

4 Intercom's support organization reshaped for AI

At Intercom, our support team is now structured around three pillars: Human Support, AI Support, and Support Operations and Optimization.

Each function includes evolving roles and responsibilities, but all of them work together as a system, with clear ownership and shared accountability for AI performance.



"It's not about removing humans. It's about redesigning the work so humans are focused where they add the most value. This is the work people want to be doing. It's more creative, more impactful, and more fulfilling."

MICHELLE MCGOWAN, DIRECTOR OF OPERATIONS
AT ROCKET MONEY

Fostering the skills that matter most in an AI-first support team

As your ways of working evolve, so will the traits you value in your team. Traditional support skills are still important, but they're not enough.

In an AI-first model, you'll want to work with people who demonstrate:

AI and technical literacy

Confidence working with AI tools, data, and integrations in day-to-day workflows.

Data-driven judgment

The drive to use insights and performance signals to identify gaps and prioritize improvements.

Consultative problem-solving

The ability to apply product knowledge and critical thinking to complex, high-value scenarios.

Systems thinking

The ability to move beyond the queue and see support as a connected system to optimize.

Customer obsession

Deep empathy paired with the ability to translate customer needs into system improvements.

Continuous improvement mindset

Dedication to treating every resolved issue as an opportunity to prevent the next one.

You need your support agents and leaders to care about how the system performs and treat the AI Agent like a product that everyone is committed to tuning, improving, and evolving over time.

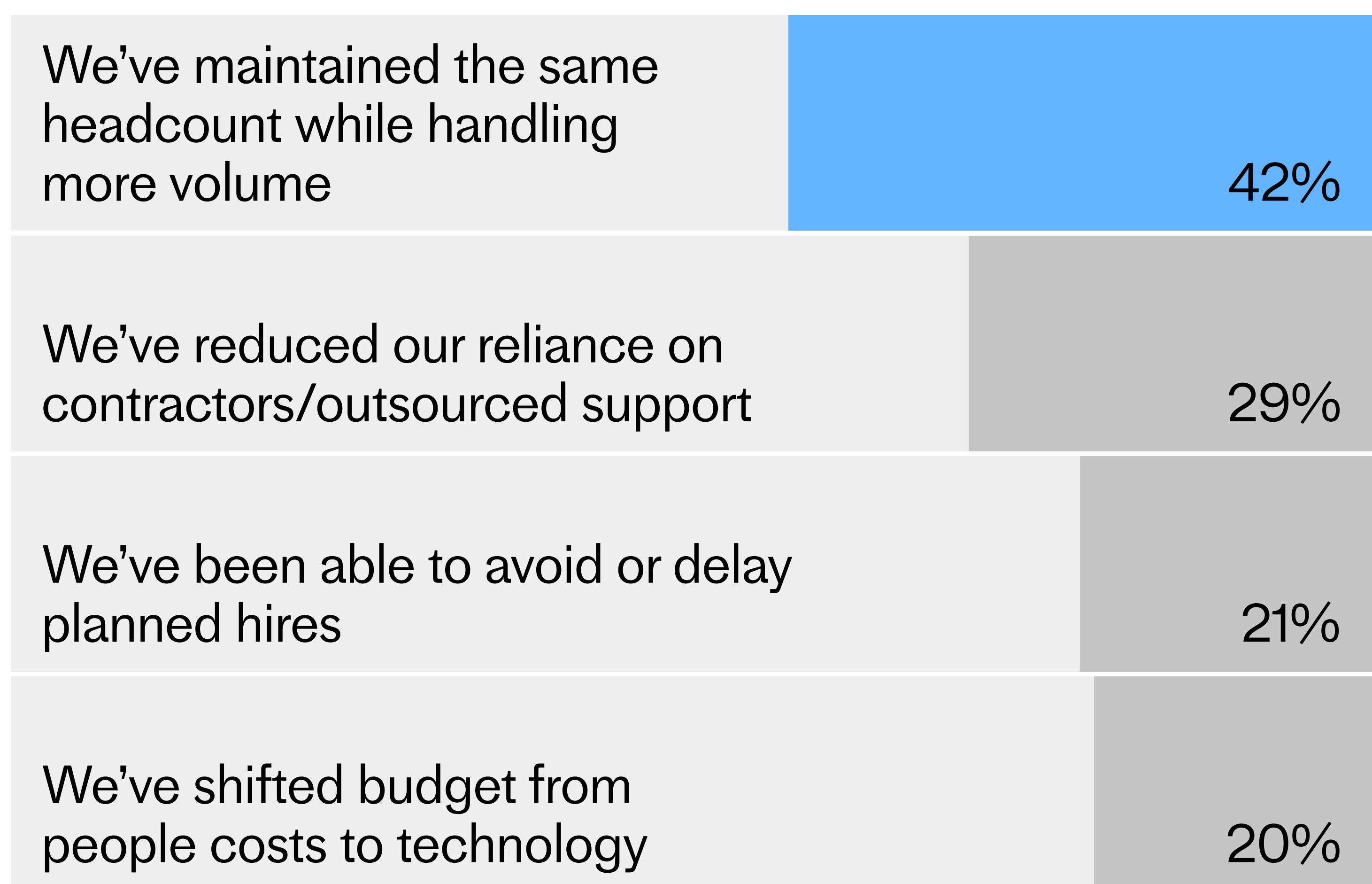
Excerpted from *The AI Agent Blueprint*, Intercom's strategic map that helps leaders achieve meaningful business transformation by confidently launching and scaling AI.

How AI is reshaping team economics and priorities

This evolution in work and roles is having tangible effects on how teams operate and plan for the future.

When asked about how AI has affected headcount planning, 42% of survey respondents said that they've been able to maintain the same number of team members while handling more volume. Twenty-one percent said they've been able to avoid or delay planned hires.

How has AI affected your support team's headcount planning?



*PARTICIPANTS COULD SELECT MORE THAN ONE RESPONSE

ADDITIONAL INSIGHTS FROM INTERCOM'S RAD TEAM

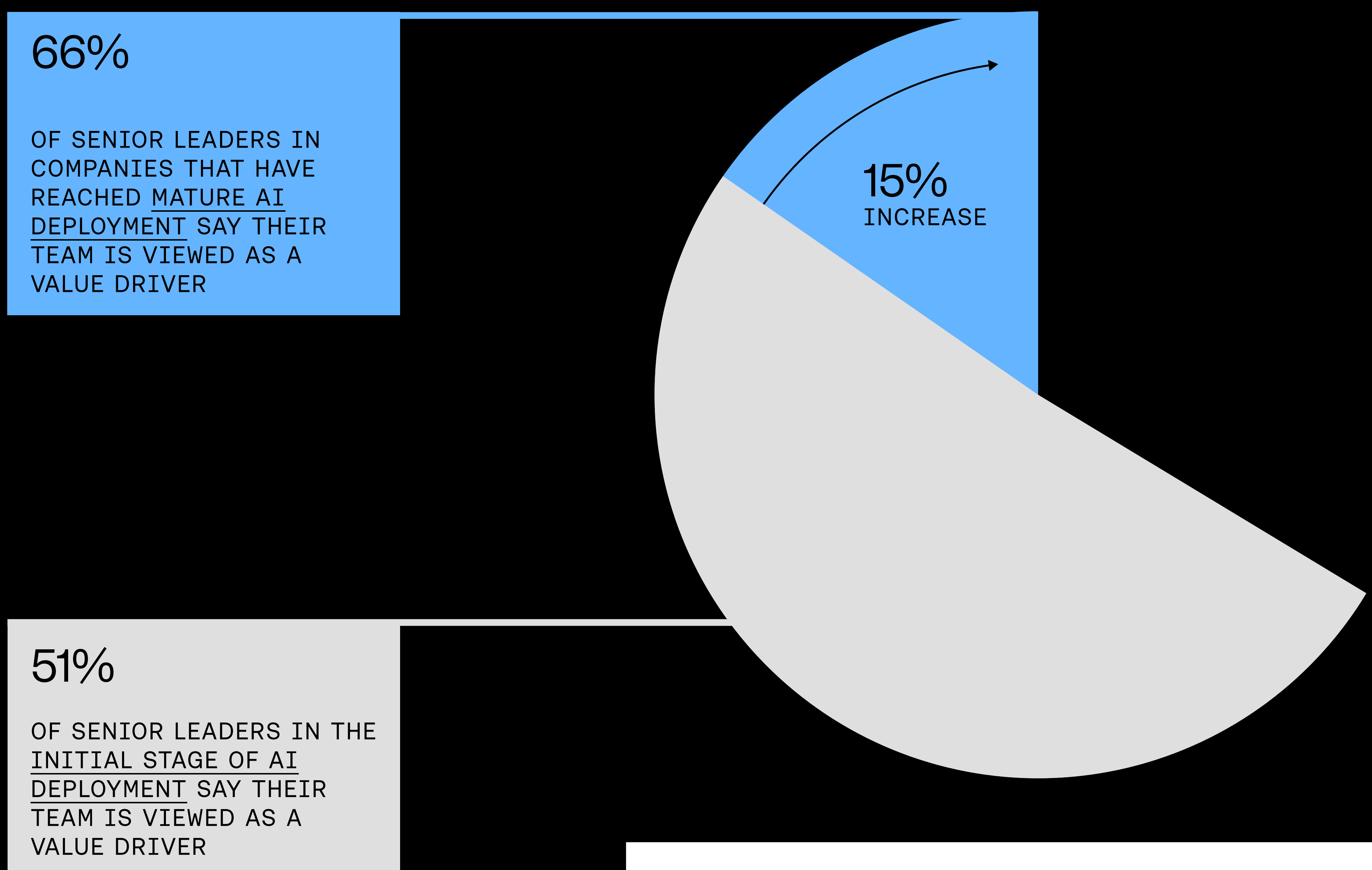
In the separate Intercom study, participants shared that the need for humans to handle conversations is diminishing. Around 28% of participants reported a reduction in Tier 1 staff, a hiring slowdown, or a full hiring freeze as AI Agents increasingly manage simple requests and organizational attention shifts towards improving automation efficiency.

Support's strategic value is becoming more visible

As teams evolve into system optimizers and take on more strategic work, their importance is growing in the eyes of senior leadership.


Heading into 2026, 51% of all surveyed directors, VPs, and C-suite executives at companies that are in the initial stage of deploying AI report that their support team is perceived as a value driver within their organization. For senior leaders at companies that have reached a mature level of deployment, this climbs to 66% – a 15 percentage point increase.

How support is perceived, according to senior leaders



This correlation isn't coincidental. As support teams master AI orchestration, their work becomes more measurably strategic and impactful. Instead of just resolving issues, they're preventing them at scale, uncovering product insights, driving retention initiatives, and proving that support can be a growth engine rather than just a cost to manage.

4



“Our team is now able to invest in skills they wouldn’t otherwise have time for when they were firefighting large volumes. Now they can get deeper with customers and cross-functional teams, and really build out what a successful support career looks like.”

ISABEL LARROW, PRODUCT SUPPORT OPERATIONS LEAD
AT ANTHROPIC

Support is
creating the
blueprint for
AI deployment
across the
business

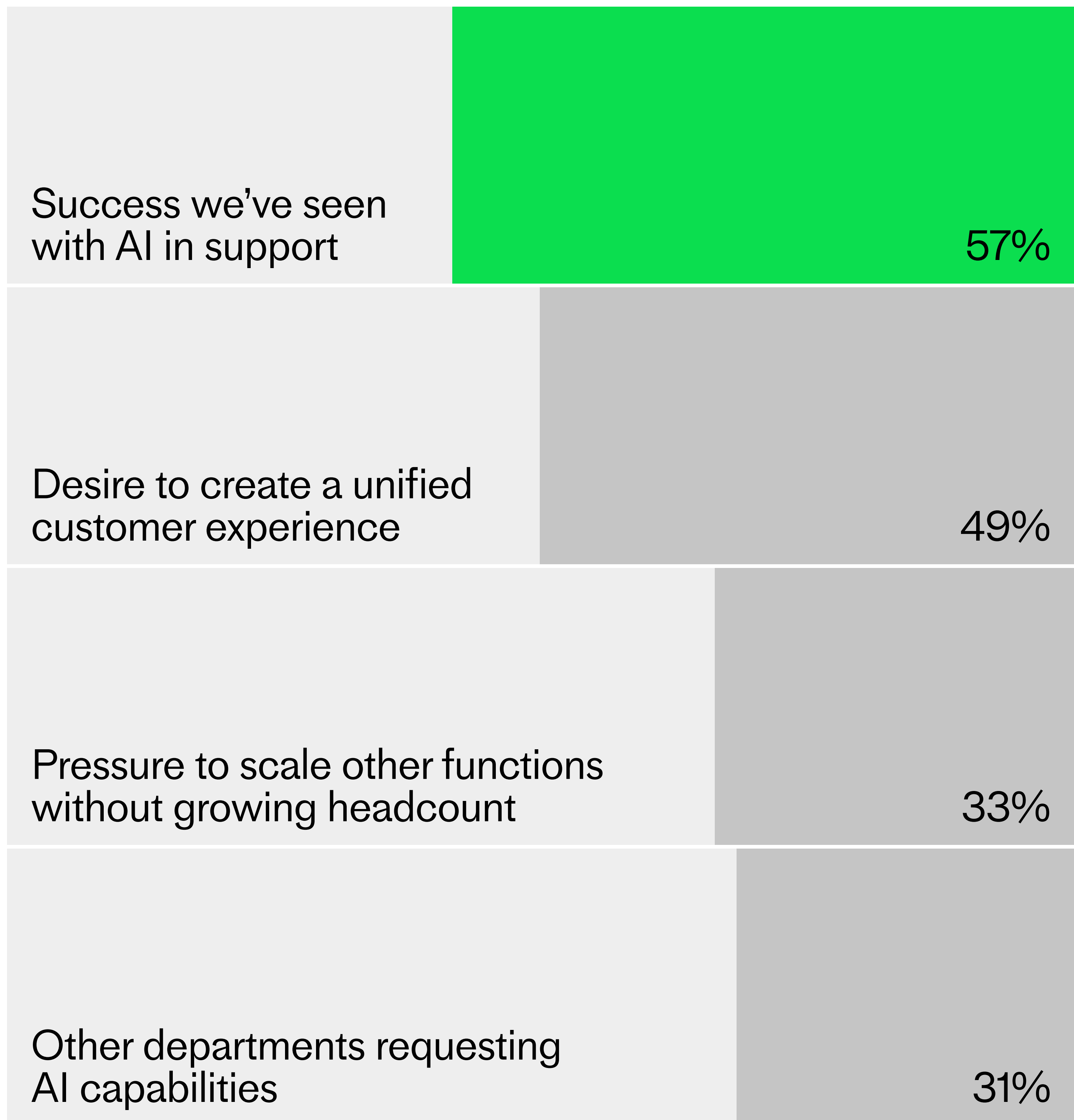
Support was the first proving ground for AI, and our research suggests that businesses are now planning to expand its use to other areas based on the results it's yielded so far.

52% OF ORGANIZATIONS ARE PLANNING TO SCALE AI TO OTHER DEPARTMENTS IN 2026

57% OF ORGANIZATIONS REPORT THAT SUCCESS WITH AI IN SUPPORT IS DRIVING THE DECISION TO EXPAND

The two most cited driving forces behind this decision are the success support has seen with AI to date and a desire to create a unified customer experience.

What's driving your organization's decision to expand AI beyond support?



*PARTICIPANTS COULD SELECT MORE THAN ONE RESPONSE

But as AI expands across departments, a critical question emerges: how do you scale without fragmenting the customer experience? The risk is real; sales deploys one AI Agent, marketing launches another, customer success builds a third, each optimized for its own workflows but operating in isolation. From the customer's perspective, this creates friction – repeating information across channels, receiving inconsistent answers, and navigating handoffs that feel disjointed rather than seamless.

The opportunity (and the challenge) is to keep the customer at the center. Instead of department-specific AI Agents that operate independently, forward-thinking organizations are exploring how to deliver consistent, context-aware experiences across the entire customer journey.



“Fin has transformed how we support customers at Anthropic – but we also see the potential to do so much more. We're experimenting with using Fin in other areas like Sales, and ultimately a move towards a seamless experience for our customers at every stage.”

ISABEL LARROW, PRODUCT SUPPORT OPERATIONS LEAD
AT ANTHROPIC

AI transformation is being led by customer service teams

Many businesses are relying on support to guide this expansion, with nearly a third of respondents (32%) confirming their customer service teams are leading their business's AI transformation strategy.

How involved is your customer service team in guiding AI adoption for other departments?

32%

Very involved – we're leading the AI transformation strategy

This presents an incredible opportunity for **support teams to shape the future of customer experience**. Instead of teams operating in silos and launching multiple AI Agents to solve customer problems at various stages of the journey, support can help facilitate the move towards a level of seamlessness that's never been possible before.

49%

Express the desire to create a unified customer experience

With 49% of respondents expressing the desire to create a unified customer experience, we're more convinced than ever that a single Customer Agent that does it all is coming. **AI transformation is a customer-first phenomenon**, and when this category lands, support teams who are deeply familiar and confident with what AI can do are primed to expertly lead from the front.



"What excites us is Fin across the full customer experience – support, sales, upsell, and even retention. It's already driving impact while keeping customers happy at the same time."

RUSSELL NORTH, KNOWLEDGE BASE MANAGER
AT BREATHE

Conclusion

The path to transformation

Conclusion

The findings in this report point to a very clear pattern: **AI's impact isn't determined by whether teams adopt it, but by how far they take it.**

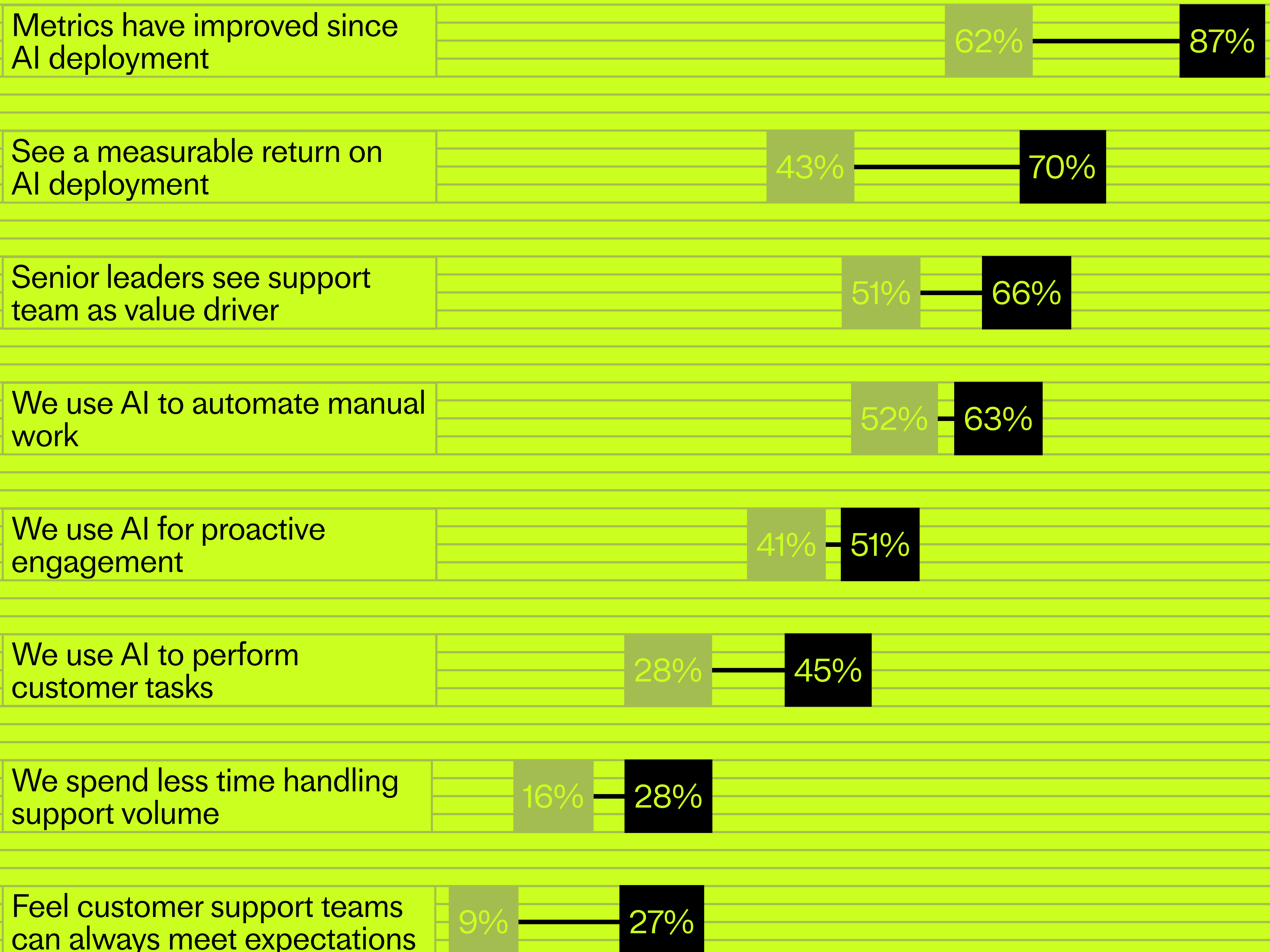
Across each of the themes, outcomes diverge as deployments mature. Teams at surface-level implementation see initial gains, but those that invest in deeper integration, give AI more responsibility, and continuously refine it see different results: clearer ROI, stronger metrics, and greater capacity to reinvest in the customer experience.

This gap is measurable, and it's widening. Heading into 2026, the big question support teams face is whether they'll build the operational foundations to sustain and extend its impact over time.

For leaders, this reframes what transformation means. **Progress is no longer marked by launch milestones or pilot success, but by deployment maturity.**

The AI deployment maturity gap: The most mature deployments see the biggest returns

■ Initial deployment ■ Mature deployment



For teams starting from zero

The gap between teams at the early implementation and mature deployment stages is evident, but the research also highlights a smaller group of teams that haven't started using AI at all. When asked what was holding them back, the most common barriers cited by senior leaders were "still evaluating options," "impact on the customer experience," and "lack of internal expertise."

The primary reason for not adopting AI for customer service yet



These concerns are understandable, but suggest that the biggest challenge these teams face isn't whether or not they should use AI, it's not knowing where or how to start.

As we've seen, delaying adoption comes with its own risk. As more teams move further toward mature deployment, the teams that haven't started are increasing the distance they will eventually need to close.

We wrote *The AI Agent Blueprint* to help support teams navigate this journey. It outlines how to create a clear, defensible business case for AI, run an evaluation, and confidently deploy to start seeing early returns.

Conclusion



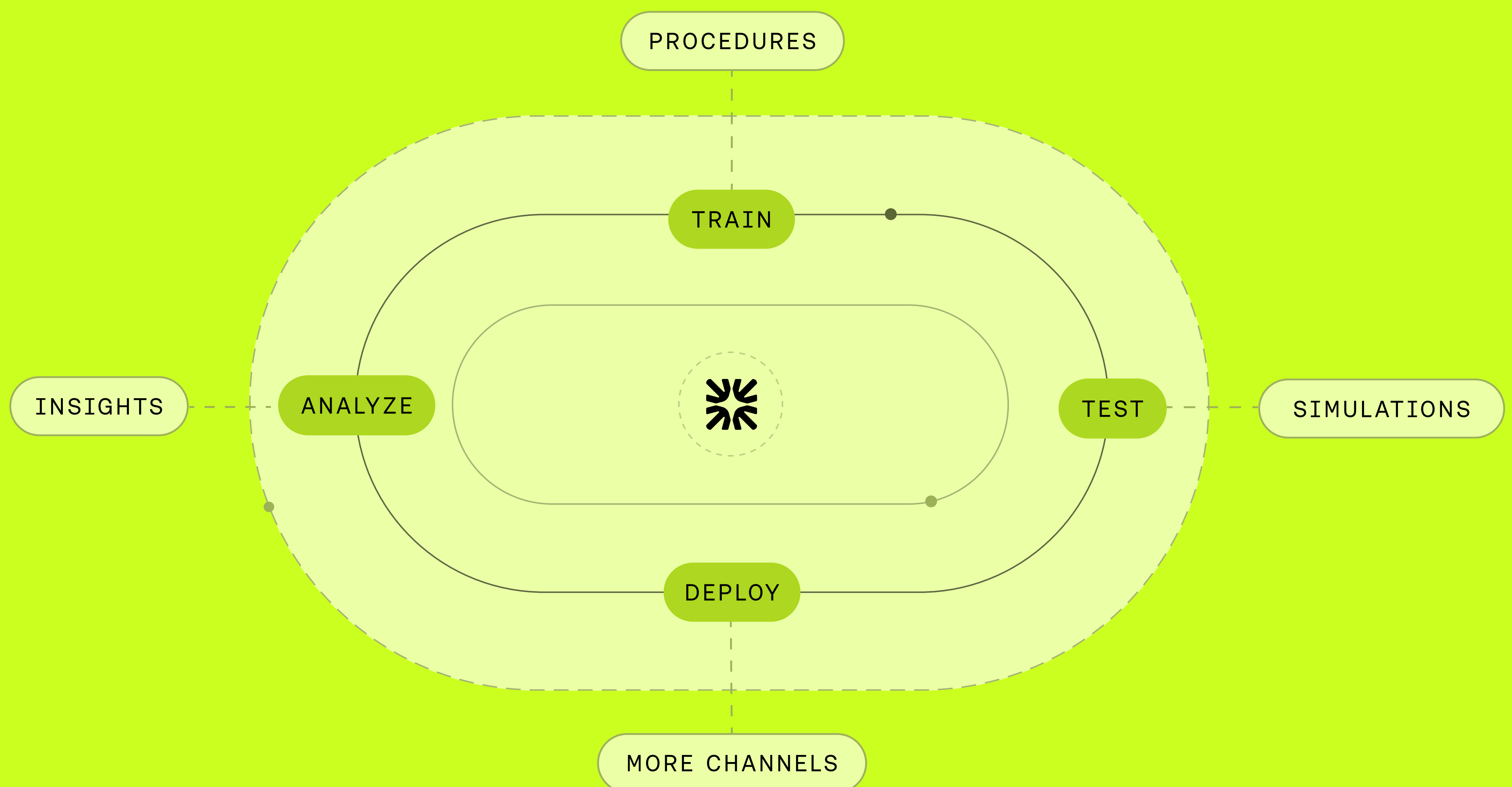
“Initially, I was very conservative. You don’t want AI anywhere near sensitive issues like missing funds. But over time, we’ve built so much confidence that we now let Fin handle things I never thought we would.”

YAIR GAL, SUPPORT LEAD
AT CONSENSYS

Resolve the most complex queries on every channel

Fin handles even the most complex queries through a continuous improvement loop called the Fin Flywheel. Train Fin on your procedures, knowledge, and policies, test performance before launch with end-to-end simulated customer conversations, deploy across every channel, then analyze and improve with AI-powered insights so every query is resolved accurately and consistently.

Fin Flywheel



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the #1 AI Agent today

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