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CASE STUDY · MARLUC SYNOPSIS

China Mobile AI customer service and digital employees

IMPLEMENTED 2023 ONWARDS · TELECOMMUNICATIONS · CHINA · BAND D · CLAIMED ONLY

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China Mobile, with 1,005 million mobile customers, rebuilt its 10086 customer service on its own Jiutian large model and reports more than 80,000 'digital-intelligent employees' covering 32,000 business scenarios, without publishing savings or quality figures.

ABOUT THIS SYNOPSIS

This is MarLuc's summary and grading of publicly available sources, for information only. It is not investment, legal, financial or professional advice, and should not be relied on for any decision. Readers must validate it against the original sources and, where appropriate, challenge its conclusions.

Facts and figures are as reported by the sources listed below, which may be incomplete, self-reported or out of date. Check the original source before relying on any figure.

The impact band, proof marker and SEAM view are MarLuc's opinion. The organisation is not a MarLuc client and has not reviewed or endorsed this synopsis. Names and trademarks belong to their owners.

NOTICE WORDING LAST UPDATED 16 NOVEMBER 2026

AT A GLANCE

AI and automation used: Self-trained Jiutian large model for customer service, plus 'digital-intelligent employees' whose mix of AI and automation is not described.

Implemented: 2023 onwards. Grade: band D, Task support, Claimed only.

Headline result, as reported: More than 80,000 'digital-intelligent employees' across 32,000 business scenarios, including complaint handling, by China Mobile's 2025 annual report; no savings or quality figures published

1 · The case

The facts, as reported by the 3 sources listed at the end. Where a source is silent, the field says "Not reported".

Organisation

China Mobile Limited. Chinese telecoms operator with 461,345 employees and 1,005 million mobile customers at the end of 2025, by its annual report. 10086 is its customer service line. Canvas block: 4. Operations and process. Also 5. People and skills, 6. Data and technology.

Business challenge

The challenge. The 10086 platform serves more than 1 billion individual customers with 40,000 service staff, per a 2023 article on Xinhuanet's information channel, which says older 'intelligent customer service' was not intelligent enough.

Who implemented it

In-house (In-house): China Mobile (Jiutian team): trained the Jiutian customer service model on 10086 data.

Technology (SEAM pillar E)

SEAM types: T5 Custom / fine-tuned models, T7 AI agents. Deployment: Not reported. Vendors and products: Jiutian customer service large model, 86 NEXT, Cloud Intelligent Service (Yunzhifu).

Where it was built in: Model trained on 10086 service data and built into the 10086 hotline and online service, assisting human agents with knowledge, summaries, form filling and ticket dispatch.

What changed

Before: human agents with older automated menus. After: a large model handles self-service contacts and assists agents, and software 'employees' cover routine scenarios across the group, by the company's account. Measured change in cost, speed or satisfaction: Not reported. [1] [2] [3]

What it cost

Not reported.

What it saved

Not reported in figures. The annual report says digital-intelligent employees help reduce frontline workloads and boost efficiency. Selling expenses rose 3.0% to RMB56.2 billion in 2025, with more spent on customer retention and customer service. [1] [2] [3]

Governance and control

Not reported. The sources do not describe accountable owners, testing, escalation rules or monitoring for the customer service model.

S2 · Accountable owner · Not reported
Not reported.

A1 · Safe use · Not reported
Not reported.

A2 · Human in the loop · Claimed
The model assists human agents with knowledge suggestions, summaries, form filling and dispatch, by the company's account; escalation rules for customers are not reported. [1]

A3 · Monitoring and assurance · Not reported
Not reported.

A4 · Vendor AI · Not reported
Not reported.

A5 · Agent controls · Not reported
Not reported.

A6 · Standards and regulation · Not reported
Not reported.

What worked, what did not, what is unproven

WORKED

– Scale of deployment: more than 80,000 digital-intelligent employees across 32,000 scenarios, by the annual report.

DID NOT

– Not reported.

UNPROVEN

– Effect on cost per contact, resolution time or customer satisfaction.

– How much of the 'digital-intelligent workforce' is generative AI and how much is simpler automation.

Timeline

Oct 2023 China Mobile launches its '86 NEXT' service portal with large-model customer service [1]

Oct 2024 Jiutian customer service large model renewed using years of 10086 service data [2]

Apr 2026 Annual report 2025 reports more than 80,000 digital-intelligent employees covering 32,000 business scenarios [3]

2 · Grade and SEAM assessment

MarLuc's opinion, made on the evidence above. How cases are graded: marluc.co.uk/case-studies/how-we-rate

Level of change and impact

Claimed: C. Grade: D, Task support. Proof: Claimed only. Level of change: Task support.

Task support (Level 1, band D), claimed as process change (band C). AI answers and assists in customer service at very large scale; no measured process results are published.

Graded D, claimed C. AI answers routine 10086 contacts and assists human agents with knowledge, summaries and ticket routing, by the company's account. No published figures show lower cost per contact, faster resolution or better satisfaction.

The SEAM view and lessons learnt

The company trained its own model on its own service records, which keeps control of data and tuning in-house. Counting software as 'employees' shows intent to reshape work, but without published measures of cost or quality the change cannot be judged. A large organisation should report outcome measures alongside counts of bots.

1. Report cost and quality per contact alongside counts of digital workers.
2. Separate generative AI from rule-based automation when reporting.

Evidence

Score 0 of 4. Self-reported: the annual report and company-supplied articles on Xinhuanet's information channel.

Evaluation method. Self-reported company figures: deployment counts; no outcome measures.

Status. Ongoing, by the 2025 annual report.

3 · Original sources

Read these in full. To challenge a fact or a grade, use the contact form at marluc.co.uk or the link on https://marluc.co.uk/case-studies/china-mobile-10086-ai-customer-service

[1] Xinhuanet (information channel): China Mobile's digital-intelligent customer service transformation (Chinese, October 2023)
https://www.xinhuanet.com/info/20231012/4c13eb6abd9d4dbbb9045deb06149ff0/c.html

[2] Xinhuanet (information channel): China Mobile brings 'Jiutian' within reach (Chinese, October 2024)
https://www.news.cn/info/20241028/1b1c5469c76847d7b07c3785e655b503/c.html

[3] China Mobile Limited: Annual Report 2025 (HKEX filing, PDF)
https://www1.hkexnews.hk/listedco/listconews/sehk/2026/0423/2026042300752.pdf

China Mobile Limited website: https://www.chinamobileltd.com

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