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Customer Support Strategy

☰	Function	Buyer Support
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⊙	Notion Type	Reference
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Purpose

To explain customer support team metrics and philosophy

Customer Experience Philosophy Contacts to support are more indicative of a symptom of a problem, as opposed to a sign of an engaged user. In addition to a satisfaction measure, contact reduction is an industry-wide goal of a support team.

> Contacts can be reduced by reducing problems.

Customer Experience Hypothesis Transparency where that makes sense, is more important to buyers than shipping time or product quality.

- Importance for shipping: when it is expected to deliver → where it ships from → what tracking service type was used and if tracking is offered all or part way → what carrier was used and tracking details → what action to take if it doesn't arrive when expected → when a refund will be provided → how to order it again if transaction ended in refund...

- Importance for quality: average rating → all reviews → reviews with pictures or video → which reviews were marked helpful...

What does the support team think about when making feature requests?

First priority: fixing bugs

    Second priority: simplifying unclear processes within the UX

        Third priority: improved self-service

            Fourth priority: outbound communication and education

                Fifth priority: automation, AI, chat bots

Customer Support Team Metrics

1. Direct - *Reflective of the team*

Primary metrics:

1. Time to 1st response (RT)

2. Happiness score (CSAT)

Moving the needle relies on: Being adequately staffed

    External dependencies: U.S. and international growth forecast for hiring plan

        Success relies on: support team leadership to provide

- Adequate training

- Morale

- Constant new product education

- Replacement of attrition

- Shopper self-service / education

2. Indirect - *Reflective of the product & supply*

Primary metrics:

1. Contact Intensity (CI)

2. Net Promoter Score (NPS)

Moving the needle relies on: Understanding the sentiment driving the metrics

External dependencies: Product & Eng to prioritize some requests on roadmap

Success relies on: cross-functional utilization of information and prioritization of requests

- Product and process transparency

- Simplification of complex logic

- Bug fixes

- Logistics improvements

- Seller education

External dependencies: U.S. and international growth forecast for hiring plan

Success relies on: support team leadership to provide

- Adequate training

- Morale

- Constant new product education

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Secondary metrics

Look into these to find root causes and drivers of other metrics

1. Contact Intensity by reason tag

2. <u>Return</u> rate

3. <u>INR</u> rate

4. <u>Appfollow</u> (App Store & Play Store reviews) sentiment tag summary

5. <u>Delighted Smart Trends</u> sentiment tags

6. <u>Upwork cost</u>

Cause & Effect

Support metrics track together to tell a story.

If NPS is low, Contact Intensity is likely high. NPS doesn't correlate with CSAT, because a customer may have a positive escalated resolution while having a poor experience which drove the need for that contact.

If Contact Intensity is high, Response Time increases, which triggers more Contact Intensity.

If we grow fast and become understaffed, Upwork cost will fall below target. Bringing up Upwork cost through hiring reduces Response Time, which reduces Contact Intensity to some degree.

Other factors contribute to Contact Intensity, including new product features + experiments = complexity; seasonal anxiety + logistics delays; other changes to the platform. Sudden spikes in Contact Intensity signal the issue. Deeper dive into secondary metrics highlights drivers of the issue.