

Support Leaders Challenges In 2020

An abstract graphic design featuring a dark blue background on the left and a white background on the right. In the center, there is a stylized open book with green and blue pages. To the left of the book is a blue square. To the right is a green envelope-like shape. Below the book is a light blue speech bubble containing two horizontal lines. The design is decorated with various geometric shapes: a large white circle, a small white circle, a green circle, a blue circle, and a small blue dot. The text 'h them.' is visible in the top left corner.

SUPPORT
—DRIVEN—



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You're Not Alone

5 Challenges that people like you face every day and how to deal with them.

[Support Driven](#), an online community of more than 5500 members, conducted a [survey of 165](#) heads of support decision-makers in order to collect data to pinpoint the biggest challenges they're facing.

As an industry, customer support is ever-growing and data on the needs and biggest struggles can be fairly hard to come by. This resource should provide you with more than just visualized data from similar companies. **You will find actionable solutions and insights from Wix.com's support management as well as other industry leaders, such as Yotpo, MyHeritage and Guesty.**

Challenges can be very different depending on your company or interdepartmental relationships. But, when we first went over the raw data of this survey, we quickly realised that the same top pain points popped up again and again. **It became obvious to us that heads of support all face pretty similar struggles on the day to day.**

The objective of this whitepaper is to outline that most customer support leaders deal with similar issues, in essence, you're not alone. We'll provide an outline of 5 key challenges, support departments are struggling with today, that were identified via the support leaders survey as well as additional research and interviews with leading companies in the field.

The Challenges

01

Convincing top management of the need for more resources

02

Ensure your team matches the rest of the company's growth

03

Retaining quality of service while your company grows

04

Plan for the future so you won't be the last to find out

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How do you give a voice to the 90% of customers that don't get in touch?



Each section will be broken down into quotes directly from support leadership and will then feature solutions per challenge, immediately workable. These solutions are backed up with evidence from support leadership that were interviewed for the purpose, as well as in-depth research on each problem.

01

CHALLENGE 1

Convincing top management of the need for more resources

We noticed three common themes while conducting this research and talking to companies, in the tech B2C and B2B fields, who have a customer-centric mindset.

This is what different support leaders shared after being asked about their challenges while trying to get more budget from top management:

Trust and recognition from upper management

“ CFO doesn't trust support leadership decisions”

“ CEO does not listen”

“ Convincing management of the need for more support staff is a challenge”

“ Being undervalued as a support team”

Perception of support as a cost vs. revenue engine

“ Convincing executive leadership that excellent customer service requires investment in people, and that the ROI can't be measured in the same terms as it is with the marketing team”

“ Being seen as a cost and not someone that helps a business meet its goals”

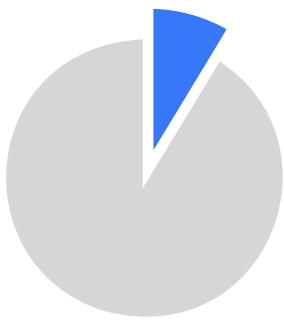
“ It's difficult to show the connection between revenue and the work done by support team”

Competing for resources

“ We're competing with other teams for limited resources”

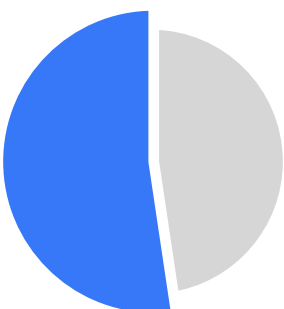
“ Because CS doesn't drive revenue, sharing engineering resources with product team often means waiting a long time or losing out on getting fixes”

These quotes probably sound pretty familiar. Makes sense. Support organisations and its leaders still deal with the stigma of not contributing to company growth and revenue. Your company leadership may not recognize the importance of scaling its support department in accordance with the rest of the company. Receiving the budget you need can be extremely challenging when your leadership does not realize the value of your department and fails to recognize the return on investment a strong support team has to offer.

**12%**

of the companies
surveyed stated they don't
receive any support budget

Not only that. Ultimately, one of the biggest challenges support leadership faces in regards to scaling their department is matching it to demand and company growth. Actually receiving the capital to hire more agents and give them the right training. Being able to evaluate the data you collect and getting the budget for the tools you need.

**53%**

of all participants of the
survey found it difficult to get
executive buy-in

On the day to day, we perceive ourselves to live in a customer-centric culture. The everyday reality is that companies are revenue-focused and support departments need to show that they can translate customer care into profits.

The key here is to understand your role within the company and not letting the perceived stigma of problem bringers define you. You have the power and the information to help further your company's goals, this should be used not disregarded. Make it your mission to redefine your department as problem solvers.

Avishai Avrahami, CEO of Wix.com, gives insights on how you, as a support executive, can empower your customer solutions department:

1. Show your value with the customer feedback you collect that goes towards improving your product. This means real-time data that support can provide that has a direct influence on the bettering of the product and systems in the company. Your power lies in the numbers and qualitative data you provide.
2. Visualize the issues you and your customers are having. Unapproachable text formatted into a dry document can seem a daunting task to read and doesn't clarify your issues on a human level. "If you write a document it's very non-emotional. When someone sees a support person talk about customers that suffer from something or they are missing something it's a completely different story."

Sara Smith, Site Manager at Wix.com in Dublin, uses short, visually pleasing powerpoints to make the data more digestible and engaging. “It’s not usually an issue to get the funds we need, but a lot of that is down to the way you present it.”

“As an offsite manager, I need to make sure my request is to the point and properly frames our needs, as management isn’t always here to feel the growing needs we might have.”

The truth is, people don’t want to read a long document, they want the bottom line, especially if they have limited time. So make the way to present the information just as critical as the content.

Wix.com's Head Of Customer Solutions English Teams in Tel Aviv, Nika Fel, highlights the importance of not just addressing the issue itself.

“If you’re going to bring up gaps within the department and issues related to not having the right resources or the right amount of agents, you need to always be the one to also provide the solution.”

This means when you spot a gap in the department, may this be an additional agent that needs to be added or resources missing for further training, clarify with clear data why these resources

are needed and provide a solution. The “yes” is much easier to come by if you’re providing the pre-packaged steps that need to be taken and clarify the funds that need to be allocated. This really reflects the importance of a valuable support department that has been aligned with the company strategy overall.

This means, collecting relevant data in regards to customer needs, feedback and requests that you can present to management to help improve the product itself as well as company strategies. As the only gateway to the company that has an actual personal interaction with the customer, providing the best possible service is crucial. The reason for that isn’t superficial. You are in large part responsible for the retention of existing customers and conversion of new traffic.

Key Takeaways

1. Back your claims and needs with significant data

Make sure to collect relevant data to support your argument. You'll need to show a time frame that proves the point you're trying to make. That's entirely dependent on what's seen as significant for your company - in most cases, this will be by quarter, but might be different. It should allow you to prove your point, leaving no doubt.

2. Make your data understandable and easy to digest

Visualize your support insights by using videos, short presentations and other visual content to make them more digestible. An easy way to test your content is to ask someone who isn't in the support department to go through it or read it aloud to colleagues to get a sense, whether it's understandable and not too heavy. Think of your audience here, higher management doesn't want to sift through data to get the bottom line, they need something that can be quickly and effortlessly looked over.

3. Change how you're perceived

If you're constantly seen as someone who complains you need to rebrand yourself as a problem solver, by providing actionable solutions. You want to get to a place where you'll be seen as one of the top go to people to understand where the company should be heading and what the customer is missing.

02

CHALLENGE 2

Ensure your team matches the rest of the company's growth

What support leaders shared after being asked about trying to match their growth to other departments

“ Our product is growing! This means more users and more tickets, so it's going to be worrying to scale our support”

“ We are growing so fast and so unpredictable, we can't forecast as much as we would like with hiring”

“ We have multiple HUGE product releases coming soon that could heavily impact the support volume we receive”

If your company is growing at an exponential rate, that's of course what you've been working towards. But, this can bring with it completely new challenges. You'll be dealing with entirely new flows and you might also have to deal with previously unexperienced tensions, resulting from sales growth and your ability to keep up.

This can undoubtedly be a high-stress factor because not being on top of things and catching the wave of growth can cost you highly and make you lose customers. As a support leader, you want to make sure to keep up with the rest of the company. Your customers' reality is not connected to the growth of your company or an influx of active customers. All they want is to get quick, high-quality responses, understandably, they are not concerned with whether you don't have the right resources or enough agents. It's really in your control to plan ahead. However, keep in mind this can also be better processes or tools and doesn't need to be hiring more agents.

“The first step should always be, looking if you have the right KPI's and if your agents are working efficiently. There's the famous American Airlines olive story that I always go back to. Is there really a need for hiring or just a shift in the way we work?”

Doron Pryluk, Director of Customer Solutions at Guesty

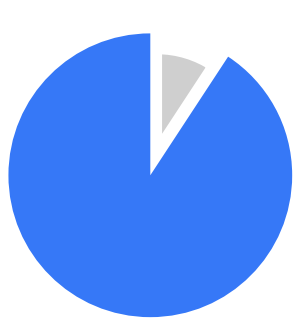
Nir Zohar, COO & President of Wix.com, provides insights on how support is integral to coming full circle with a company's revenue strategy: “So we spend the marketing dollars in order to bring customers in and now we have them extremely motivated to get started and they get stuck on something so it is so imperative that we are able to help them be successful in what they came to achieve. ”Logically, otherwise, you'll lose this customer and they won't be fully converted. Especially in a freemium model, such as Wix.com's, there needs to be a high incentive to upgrade.

Additionally, keep in mind that having a content-rich self-service platform that is high-quality and includes all the relevant information for your customer base is crucial. The secret to a successful scaling strategy is to have as few customers as possible get in touch with you. **Doron Pryluk, Director of Customer Solutions at Guesty**, shared how important it is to have a self-service option that serves its purpose. “We recently overhauled our help center. Before doing so we had lengthy articles that would leave our customers feeling overwhelmed, resulting in them getting in touch with us. Today we are proud of our simplified help center which is easier to navigate and chock-full of easy-to-read how tos and FAQs, as well as help widgets that are integrated into the product.”

Pryluk notes that help center articles can be utilized to address customer questions, but can also be used to educate your colleagues about product changes and new releases.

Keep in mind also, that during the users’ journey with you, his needs will change. As **Danny Pinto, Global Head of SMB Support at Yotpo** explains, “if a customer is in the beginning phase of their journey with us they will open more tickets vs. if they’re in their 36th month when everything is already installed and he’s not really optimizing or customizing any of the things. There is simply less need in our product at least in the number of hands-on per client after a certain time period.”

However, as you're expanding your products and customer base you need these customers to be able to help themselves foremost. According to a survey done by Nuance Inc.

**91%**

said they'd use a knowledgebase over direct contact in order to answer their questions if it held all the information they needed

Fortunately, this also translates into minimizing costs. Answering as many possible questions already within the help center doesn't just bring higher satisfaction but, as **Alon Mor, VP of Customer Solutions at Wix.com** drives home:

“Providing good self-service to your customers, can reduce headcount and automatically translates to saving money.”

In order to use self-service as a tool to manage the traffic you get through scaling a company, it's essential to make this very needs related content: “To deflect tickets and provide good answers to your customers, it's all about writing valued content so people can actually Google and find it.”

This will keep contact from new customers or for easier questions

to the minimum. You'll then be able to more easily measure how many additional team members are needed.

Put simply by **Yakir Lasry, VP of Customer Relations at MyHeritage:**

“You want to keep that balance between people still being able to reach out to support without too many difficulties, but so that they won’t come with very simple things that they can do on their own.”

On top of that, it's absolutely essential to have real-time data that gives you a greater picture of what your team can handle and how the increase in traffic is affecting them. This means, collecting in-depth data on: How many new open tickets did you get with new product releases? How many tickets do your agents handle per hour in a high-stress period? Those are just a few examples of events you should be monitoring at all times in order to help you predict whether to onboard more agents. On top of that, this will give you a good understanding of the level of knowledge your agents have and whether more training is needed.

Danny Pinto, Global Head of SMB Support at Yotpo, focuses purely on data to forecast company growth: “So what I’m doing, is plan the year ahead on the sales expectation. So for the entire

year of 2020 I already have the estimates of the resources I'll need per quarter, as we know more or less the number of sales we get each month, if there's a spike in the amount, I will see it and talk to sales whether they expect the same to happen the next month, so here again, it's very much data-driven."

Decisions, on whether to add more employees, aren't clear cut. This involves multiple factors for Danny: "headcount growth per team and also escalations, what are the percentage of escalations with tier 1 and tier 2, you look at these separately. What does that mean in terms of team leaders? And the amount of training, when do you need to start hiring for the different product lines. When do I recruit and when do I start the training, how much training do they need. So, for example, the journey of training for enterprise customers (VIP) is entirely different than smaller customers, training for enterprise takes significantly longer."

"Headcounts sound simple but there's a lot that goes into it."

Key Takeaways

1. Real-time data that gives you a good understanding of your needs

What are the most important events when it comes to customer communication in your company and why? The key here is to not lose sight of your needs. What you measure is entirely up to you, but you'll want data that is directly in correlation to your departments' predefined needs. Those needs can, of course, vary from expanding your team to creating more training resources or anything else that you define as a top priority.

2. Create a self-service strategy that will catch your customers before attempting to contact you

The idea here is not to deter your customers to get in touch with you in general, but a larger percentage of questions are repetitive ones that can easily be fixed without having to waste time on getting in touch with you. This leaves the ideal scenario of the customer not being frustrated because the answer to his question was easily found and on the other hand will only get in touch with you for the more complex questions.

3. Regular communication to make sure you're aligned

Sales, Marketing and Product will have most of their plans for the upcoming quarter or even year planned out in advance. Have a quarterly meeting to know what type of and volume of traffic is expected. This will give you a clear indication of the coming time period and lets you plan accordingly. You should have all the information to be fully prepared and have zero surprises.

03

CHALLENGE 3

Retaining quality of service while your company grows

What different support leaders shared after being asked about trying to keep service quality matched to company growth

“It’s hard to maintain quality, accuracy and speed of support”

“Rapid customer growth and scaling up for it without our quality standards dropping is going to be difficult”

“How do we continue to be experts as our product continues to evolve and as new features are added”

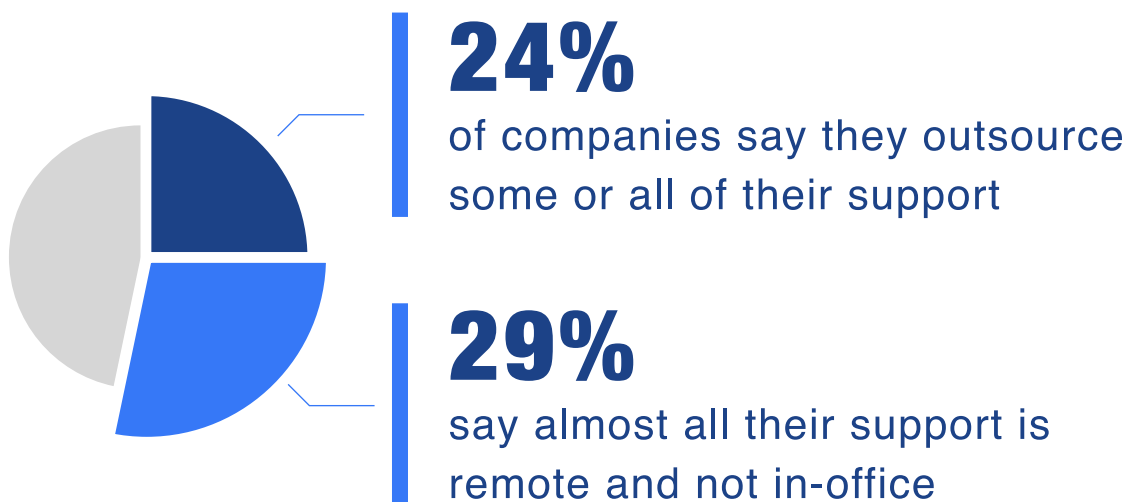
“We’ll soon need to bring on more part-time/seasonal employees. I’m worried, what this will do to our standards and culture”

“We’re afraid that by outsourcing support we will thereby distance the customer from the product”

Your company is growing, you're expanding your product range and it's a dynamic and exciting environment to be in. But at the same time, you're in charge of providing your customers with good answers and to keep a certain standard in regards to the quality of your customer care. You want to be able to still provide high-quality support, even if your company is scaling at a rapid rate.

There are a few practical ways in which you can maintain quality of service to make sure you're always providing the best possible care to your customers.

Nika Fel, Head of Customer Solutions English Teams Tel Aviv at Wix.com, highlights the importance of consistent training for new and existing agents, through varying forums. Whether you keep your support in-house or outsource it, in order to maintain the same standards and uphold quality assurance without losing control of costs, you will need a very precise training schedule for all agents.



While training is a major factor in making sure you're providing good consistent service, it starts even before that. The hiring process needs to be just as rigorous as with any other department. Often, with support onboarding the standard in the people being hired drops dramatically. The hiring process should be strongly focused on quality. Bringing people who are highly motivated, empathic and suit the company culture.

Yakir Lasry, VP of Customer Relations at MyHeritage, emphasizes that “when it comes to customer support often it's 1 interview, and maybe a test, that's the hiring process. We, on the other hand, do 3 interviews, a few different tests. We also do an empathy test - the thing is we want to hire people that can relate to clients.”

“In the end, there are probably other services just like yours, just like mine, the differentiation is that a person wants to deal with people that will do the above and beyond to help him and that makes clients stay in the end, and stay loyal to the brand.”

At Wix.com, products are constantly changing and being tweaked. Which is why a product expert approach is favored to make sure customers are receiving the best possible assistance.

Logically, if your brand has a multitude of products, all agents can't have the same level of proficiency throughout. That's why, it might be worth considering, grouping your agents in specialities. This means they will have ownership of a specific product and are always up to date on that category. This will also make them the go-to person for other agents in that expertise if any questions arise. This is an easier to implement system then having all your agents constantly being updated on every aspect of your company improvements. Speaking from experience, this has worked very well for us as a multi-product company.

Tal Weinisch, Director of Customer Solutions and Global CS Product for Tel Aviv & Kyiv at Wix.com, originated the product experts direction at Wix.com four years ago and has watched this initiative not just entirely change the department but also communications between the departments.

“Our responsibility is to go to the product teams, to marketing, to upper management and say listen this is our reality, this is what users don't understand, this is what they don't like, and this is what they are missing.”

Tal Weinisch, Director of Customer Solutions and Global CS Product for Tel Aviv & Kyiv at Wix.com

“The way we were working just didn’t make sense. We were onboarding super smart people, who we needed to be challenged and we had communication with product that was less than ideal. It was even just simple things, like updating us and getting our feedback on product releases, not releasing a product before the weekend, that seems logical to update support about but we didn’t have the right processes.”

“We needed a way that would work for all sides and also give a much better user experience.”

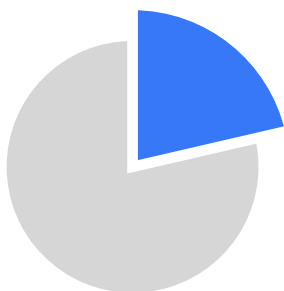
She suggests to start simply in the beginning, especially if you don't have a multitude of products. “We started with having meetings with product once a month sitting and going through tickets with them, giving feedback - having an open conversation about the users’ experience. We got to use the features before release, gave feedback and had time to make sure there were relevant knowledge base articles for users, but also for us as support agents to reference.”

Now, this operates on a much higher scale, where each product has a dedicated support team that gives expert answers and gathers data on the user’s pain points for that product.

“You want high-level people on our support teams and we want them to represent the customer to the rest of the company, at the end of the day new flashy features are cool but our boss is the customer and that’s how we need to see it.”

“Yes, we have a CEO, but ultimately the customer is your boss, with that mindset it’s logical to listen to support, who deal with customers pain points all day to be part of product’s processes.”

You want a support model, that has a multitude of advantages and doesn’t just improve your processes but makes a difference on a grander scheme. Of course, this system also lowers FCR and heightens user satisfaction and brings attention to issues with the product much faster. But, it also makes sure that departments, such as product, know that they can get valuable data and feedback from you that’s actionable. It will also give motivated agents the potential to make a difference, keep the motivation high and give them the experience that they can later take to grow within the company.



23%

said they don’t receive an additional budget for professional development within support

Not to be forgotten, **Alon Mor, VP of Customer Solutions at Wix.com**, determines that a good **self-service strategy** is key to maintaining high-level support. Regularly updating your knowledge base centre and keeping it on par with your product additions and up to date is crucial. Your self-service platform should always be a work in progress, it can't simply be set up and forgotten, it needs to be constantly monitored.

This is the first barrier of support and in order to avoid having to radically expand your support staff and frustrating customers, it is absolutely critical to keep this at a very high level.

“For us, it’s very clear when we don’t have anything relevant for our customers to search, find and answer their own questions, you see a clear decrease in user satisfaction.”

Another thing to keep in mind is that while bots or automatic responses are a great resource to use, there is a fine line of upsetting the customer and making him feel like they are not worth your time. You can save resources on automation for the simple questions, but you need to make sure that when it comes to the more advanced questions, that the bot transfers the issue to a real specialist that can help and make the customer feel valued.

Yakir Lasry, VP of Customer Relations at MyHeritage, also feels self-service is an integral part of quality, to ensure agents don't burn out. "If it's something simple, to stop a subscription or a free trial, you don't want an agent to do it, because it makes the agent a kind of a robot. And then again, they are not empowered, they feel like they're doing very meaningless things, and they get burnout faster."

"By doing self-service, you make sure that what gets to the agent are things that are more challenging, and really make them and the client solve it together to get a meaningful relationship."

Finding this balance, "means hundreds of thousands of dollars in savings, and agents that are happy, and clients that are getting better service because it's faster."

Key Takeaways

1. Agents that are experts

This means training agents to make them highly knowledgeable in a specific niche. This has multiple advantages. First and foremost, you ensure high-quality support for customers who'll get the best possible help with their issue. It gets rid of the additional cost of constantly retraining all agents on products whenever there's an update. Lastly, it allows Agents to take ownership of a field and chances of burning out are significantly lowered.

2. Make sure your training always has the same quality standard

This means having the same training for all new and existing agents, whether in-house or outsourced. A big part of keeping quality is that all agents are held to the same standard and going through the same processes.

3. Have a self-service strategy that serves you and the customer

This means, having a knowledge base that is consistently updated and has easy to follow articles. Another great solution for a more interactive approach is placing help widgets throughout your problematic product flows, where you know your customers may get stuck. Both will ensure your agents are only needed for the harder questions. But be very aware, to still be easily contactable otherwise your customers will feel you don't care about helping them.

04

CHALLENGE 4

Plan for the future so you won't be the last to find out

What different support leaders shared after being asked about trying to be more proactive

- “ Shifting the majority of resources from reactive to proactive activities”
- “ We're going to expand to new locations and branch our team to provide more proactive support”
- “ Worrying: getting everyone to hit our goals with no burnout. And getting through our busiest times of the year without pissing off customers”
- “ Startup life, often equals no budget until we need to put out a fire”
- “ Growth outpacing budget means more customers, which is good, but our budget to expand is locked in at the start of each fiscal year, so we can find ourselves underwater in a hurry”

It's very unlikely that your company has planned for every possible scenario. Understanding when exactly to be proactive and avoid a situation where you're stuck without a system to support the growth you were working so hard for is super vital.

Often, the focus on growth is so strong that all resources and energies are put towards this end goal without consideration of the future.

Customer Support should be an ongoing strategy, not one where you're putting a team of agents in place, created a detailed knowledge base and then leave it at that.

It needs to be part of the growth strategy and consistently "upgraded" in order to ensure the system is stable in place to support the new wave of growth you've been working towards.

This includes hiring people that aren't afraid to speak up, when they believe there's a gap in the product, knowledge or feel they are getting burnt out from the task. As **Nika Fel, Head Of Customer Solutions English Teams Tel Aviv at Wix.com** urges: "hiring people that can stand up in front of higher management, raise the flag - it's super important to hire those people. Making it part of the company culture."

This is also something **Doron Pryluk, Director of Customer Solutions at Guesty**, feels is integral. He feels it's a two-way street, for agents to take responsibility and become engaged in the decision-making process as well as communication with product. "You need to make sure you build a really strong relationship with other departments. At Guesty we hold a quarterly roundtable to ensure cross-team collaboration with product in order to make sure the solutions team is at the center of the company's direction, thus putting the customers at the center."

The other super important thing for him is agents understanding their part in the company, "full transparency, why is an agent doing what they're doing?"

"If you don't understand the company strategy and why decisions are being made, you're not going to be motivated."

"The very best implementations come from the team feedback, for example: suggesting a new workflow and we implemented it. Agents want to be able to make a difference and impact."

The other part is, to constantly be aware of the users' struggle. This is why, according to **Wix.com's COO & President Nir Zohar**, it is so important to have the user's voice as represented by support as part of your quarterly road map.

This is essential, otherwise, it's not even possible to determine exactly what the issues are. As Nir stresses:

“No company can get detached from their customers, from their users. Once you start getting detached from that, you start losing a connection with reality. And it might take years for you to fail, but eventually, you will fail”

This is why he feels there needs to be a “flow where the product and the customer service are part of the same team.” This means both sides taking responsibility to raise the flag and keep the conversation going. In regards to keeping the support department up to date on new or updated products, so that support can provide well-educated answers as well as support providing relevant user feedback.

What has to be clear here, is that the responsibility to keep the fire on low is a multi-department effort. The responsibility needs to be a shared one, this also means giving support the necessary tools and framework to voice their concerns.

Additionally, measuring customer feedback, such as: how often has something been requested? What are your customers struggling with the most? This gives great insight into what

the department is in need of. This a long haul strategy and as any other aspect of your company's growth needs to be everchanging and can't be left untouched, once established.

The other thing to **keep in mind is to make sure that your support team understands the company strategy and feels they are part of the overall machine because their contribution is actually vital.**


To **Nika Fel, Head Of Customer Solutions English Teams Tel Aviv at Wix.com**, this is a really important aspect of managing a support team: "every department in the company does what they have to do to make sure that the company reaches its goals. We are the same."

As a manager, she needs to understand "what the company is trying to do, what the focus is, what it means for me and my teams, and then bring this information to the team. So in terms of plans, company goals, any kind of feedback that I get, anything that's not confidential I can share with the teams, for them to know what is happening. I want to get the teams' input and my team-leaders' input on things that are happening.

Even if it's not planned out to the tiniest details, this is the stage where they can actually say "Oh, wait a second, that might be an issue" or "I have an idea how we can do it" before things are already decided, so they can also provide their input when it's still in the decision-making part of the process, and not already at: "Oh, FYI!"

Key Takeaways

1. Hiring people that aren't afraid to raise the flag



This means, from the point of hiring, making sure that the people you bring in understand that it's part of company culture to raise issues when they see them when they feel there's a gap in knowledge or agent roles. They should have the confidence to speak up, even in front of higher management.

2. Communication between departments without removing themselves from responsibility

This means an open communication channel on what needs to be done between different departments, such as support and the product department. This will vary depending on your product, but this can be ensuring the product received support usability feedback or, articles that need to be released to give customers maximum clarity. This will ensure minimal cracks to appear when it comes to releasing new products.

3. Stay connected to the user by implementing an overall proactive approach as a company strategy

This means not waiting for customers to complain and using your insights to evaluate customer behaviour and feedback. This can lead to having to make changes to your product or systems, even if you feel there's no need. Make sure you're on top of trends and that you're asking the right questions. Create feature requests and feedback widgets so that you will not miss out on crucial data your customers are directly providing you with.

05

CHALLENGE 5

How do you give a voice to the 90% of customers that don't get in touch?



While conducting this research, we found this topic came up again and again, while speaking to industry leaders. This pain point was not tackled in the survey, however, we found this to be crucial to include, as it became a commonly recurring theme.

Most customers, once encountering any type of barrier do not get in touch with you. This means you're losing a large part of customer feedback that could potentially help you improve your product and understand the issues these silent customers are encountering.



While 75%

of companies see themselves as customer-centric



Only 30%

of consumers agree

Or, they will simply leave you for a competitor if they're not easily finding the answers, they're looking for.

According to **Avishai Avrahami, CEO of Wix.com**, there is a major misconception on what is needed to drive a company's growth.

First, the focus should solely be on the BI, the analytics and KPI's. Second, simply relying on hiring a really strong manager. But, "you're not going to just find the answer on how to improve the KPI by looking at the KPI's."

"The reality is you need to talk to customers or to support. You'll see things that you didn't even try and that are not reflected in the KPI's because you didn't know you should look at and measure them."

The fact is, talking to the source of customer feedback is undervalued in many industries and not used in their business strategy. Which to Avishai, is completely puzzling: "I have never seen a management book that actually says - guys talk to your customers, talk to your support. You'll be amazed by what you can get from there."

The other thing you can utilize are the tools you have in order to understand the customers struggle and where the users' journey encounters a blocker. The main way to achieve this is by collecting the right data from your self-service platform.

What you should primarily be tracking, is the journey your customer is undertaking while navigating through your knowledge base. What are the articles most frequently visited? What are your customers searching for? Are they finding what they're searching for whether they are searching with intent or not? Did they find the articles helpful? Are they voting for missing features?

This data is the best tool to determine, whether there's a gap in the product or you want to measure whether to invest resources into adding a product. Additionally, it gives you a good understanding of possible gaps within the knowledge base.

Another way to engage users, that otherwise may stay silent, is through proactive ways such as a chat, help widget or feedback tools. These are methods to get your customer engaged, when otherwise they may have simply given up.

An example of this are feature requests, this way they can vote but don't have to get in touch with you directly. Your customer is hereby informed that the tool doesn't exist and can lend his vote to making it happen in the future.

You should also be tracking what your users search for and give them the option to let you know if the article was helpful or not, in order to understand whether your content is helpful and whether you're answering all the right questions.

Be proactive in the form of widgets, that allow your customers to access articles in any part of your site. This includes within the product itself, giving the customer the feeling you are with them every step of the way, allowing them to easily find the answers they need. Additionally, you can implement help widgets in the form of chat or callback that allow your customers to immediately and easily get in touch when they may otherwise not have made the choice to contact you.

The easier it is to seek help, give feedback and get in touch the easier it will be to track customer satisfaction as well as issues that may be arising in the customers' journey that you may not have otherwise thought of.

Key Takeaways

1. Analyse the feedback you're getting from customers

This doesn't just mean looking at specific data you're tracking but really diving in and looking at customer responses, without any directed agenda. Talk to customer support agents and get their feedback on issues they hear about but that aren't part of your usual agenda.

2. Make use of your data and use tools such as feature requests

This will give your customers the option to be heard without actively having to get in touch with you by for example voting for something they'd like to have.

3. Develop a proactive approach to customer retention

If you have the tools, use them. By using widgets and placing them within the customers' journey, meaning being with them every single step of the way and giving them the message "hey it's easy to get in touch with us". These can be chat or call widgets that allow customers to easily get in touch with the support department or self-help widgets that let them search for articles, so they can help themselves. Additionally, use feature requests and customer feedback tools to get the maximum input possible.



06 Let's sum it up

Now, we hope you're ready to step out and set into action the solutions we provided. What's important to keep in mind, is that you're not alone in these challenges. If you're a customer support leader, at least one of these pain points will most likely have spoken to you. Our goal here was to connect you to the knowledge that others struggle with the same issues and at the same time, they are manageable and not unbreachable issues. Don't forget that these recommendations may not exactly fit your circumstances and the tools you use. Meaning, you'll have some unique challenges where the implementation of our tips need some adjusting. That's expected, this is simply meant as a guide. You may have a completely different idea on what's important for you to focus on then someone else in your field and that's entirely how it should be. Approaching customer care your way is what lends you a unique voice and we hope we've brought you some great tools to deal with any major challenges thrown your way.





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