Leveraging Segmentation and Tiering in a Hyper Growth business

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Our Vision and Mission Statement

Vision

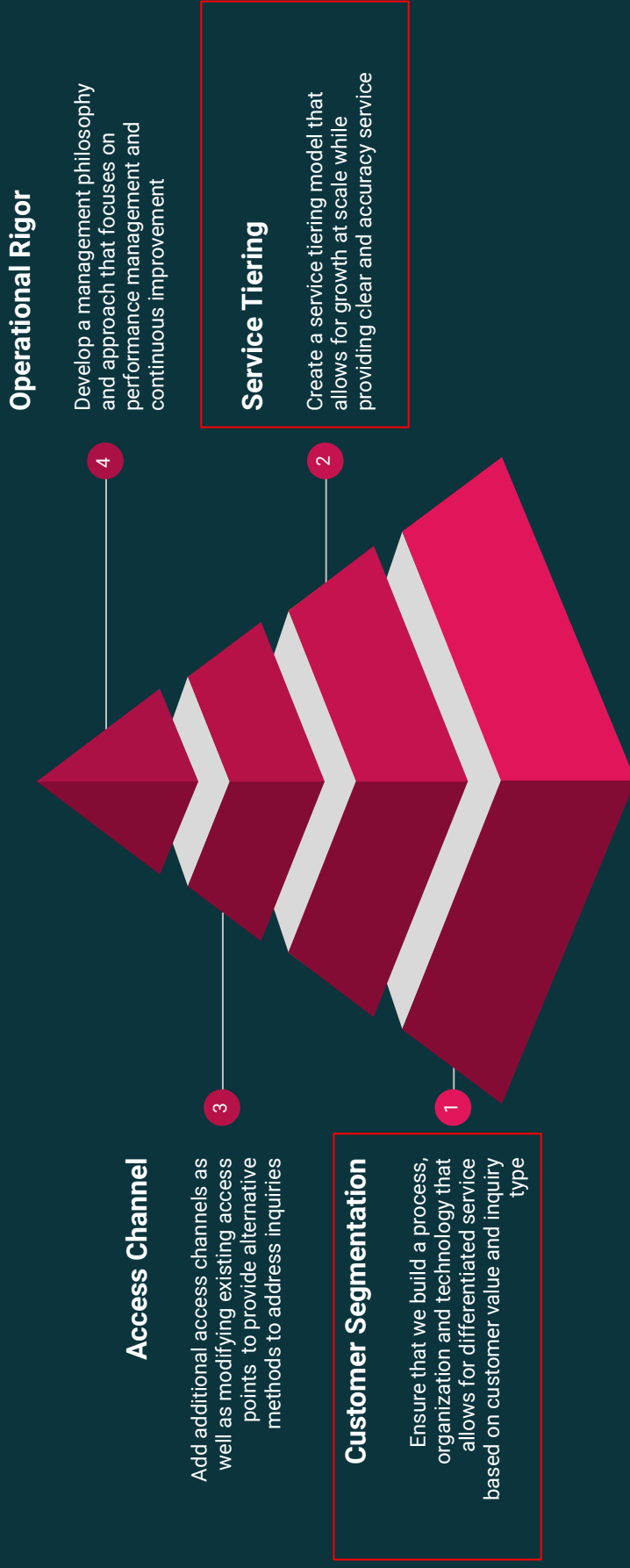To enable *the* platform of choice for businesses to inspire and engage people.

Mission

To provide world-class support for our partners. We achieve this by *providing timely and accurate information; engaging with internal stakeholders to provide and deliver the best products and services;* and *delivering support effortlessly at scale.* Our diverse team of highly talented personnel is the foundation and inspiration for our mission
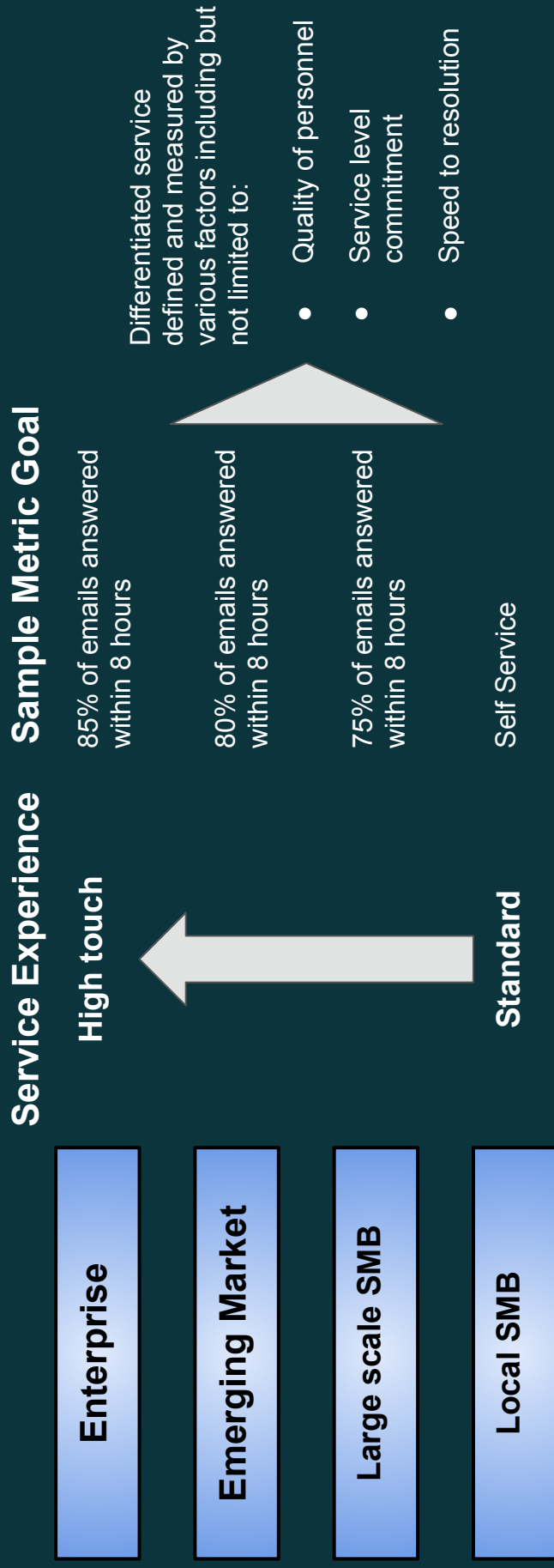
What does world class look like for Pinterest

Following are the building blocks of our Customer Service Strategy

Operational Rigor

Develop a management philosophy and approach that focuses on performance management and continuous improvement

Service Tiering

Create a service tiering model that allows for growth at scale while providing clear and accuracy service

Access Channel

Add additional access channels as well as modifying existing access points to provide alternative methods to address inquiries

Customer Segmentation

Ensure that we build a process, organization and technology that allows for differentiated service based on customer value and inquiry type

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Segmenting by Customer type

In 2021, we will continue to improve and focus on delivering a service experience based on customer segment

	Service Experience	Sample Metric Goal
Enterprise	**High touch**	85% of emails answered within 8 hours
Emerging Market		80% of emails answered within 8 hours
Large scale SMB		75% of emails answered within 8 hours
Local SMB	**Standard**	Self Service

Differentiated service defined and measured by various factors including but not limited to:

- Quality of personnel
- Service level commitment
- Speed to resolution

segmentation

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Segmenting by Inquiry type

We are building processes to segment customer issues by inquiry type in an effort to address customer experience and scale

General Logic: Issue types with a high % of one-touch tickets as well as low complexity should be routed to vendor teams to enable Pinterest teams to focus on more complex tickets (such as delivery, tag, shopping issues)

Enterprise tickets currently handled by vendors

- **Account Verification** (4.6% of tickets)

2020 Data (Enterprise)	
CSat	97.6% (n=43)
% TFR <8h	74.3%
% TTR <24h	79.7%

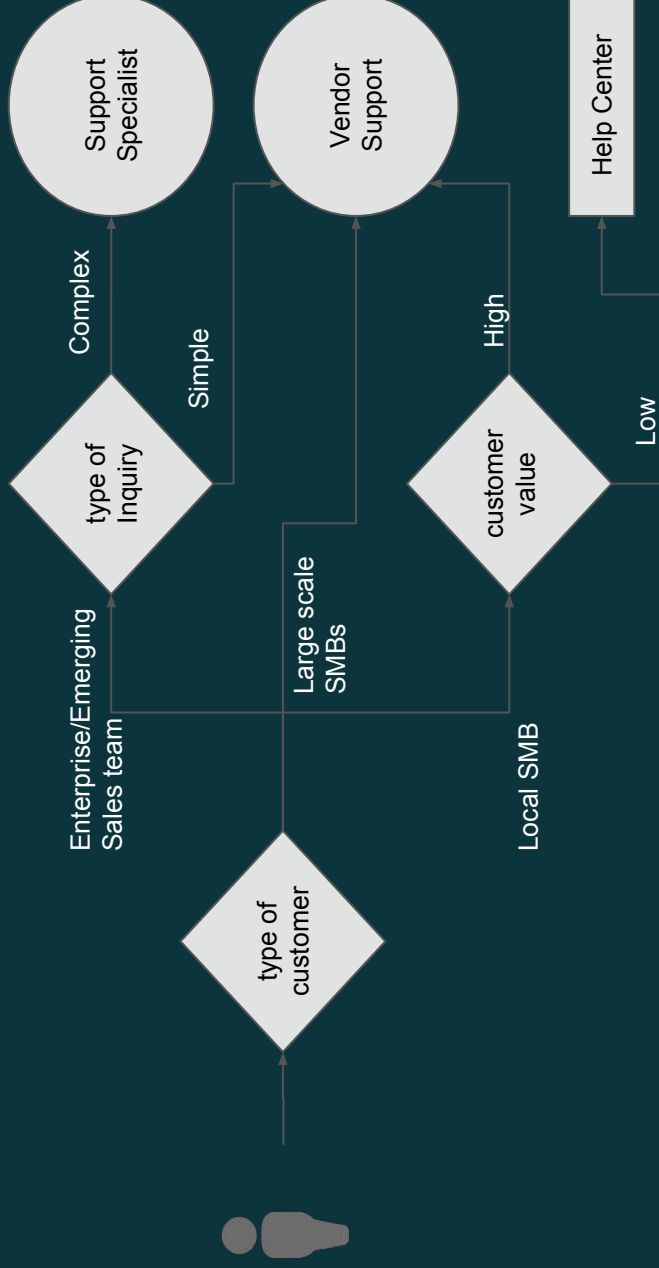**Proposed additional ticket types**

- **Claim Domain** (4.9% of tickets)
- **Reset PW** (2.4%)
- **Multi-user Access** (1.9%)

This will move ~10% to lower cost resources and allow inhouse agents to spend more time on complex issues

segmentation

Segmentation in action

segmentation

Ticket Segmentation Routing

type of customer

Enterprise/Emerging Sales team

Large scale SMBs

Local SMB

type of Inquiry

customer value

Complex

Simple

High

Low

Support Specialist

Vendor Support

Help Center

Key Initiative

Build systeme infrastructure to appropriately route tickets

Major Tasks

- *Determine Complex s. Simple issues*
- *High vs. Low value SMB customers*
- *Design and build tools to capture and action on data*

Pillars addressed

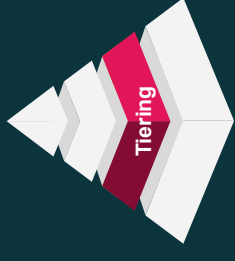Customer Experience
Build to Scale

Risks

IT resources to build routing infrastructure

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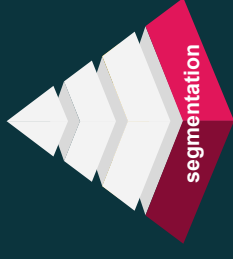
Build a tiered service approach

To provide a scaled approach to service, Cust Ops will build and execute a tiered delivery model that will focus on scale and quality
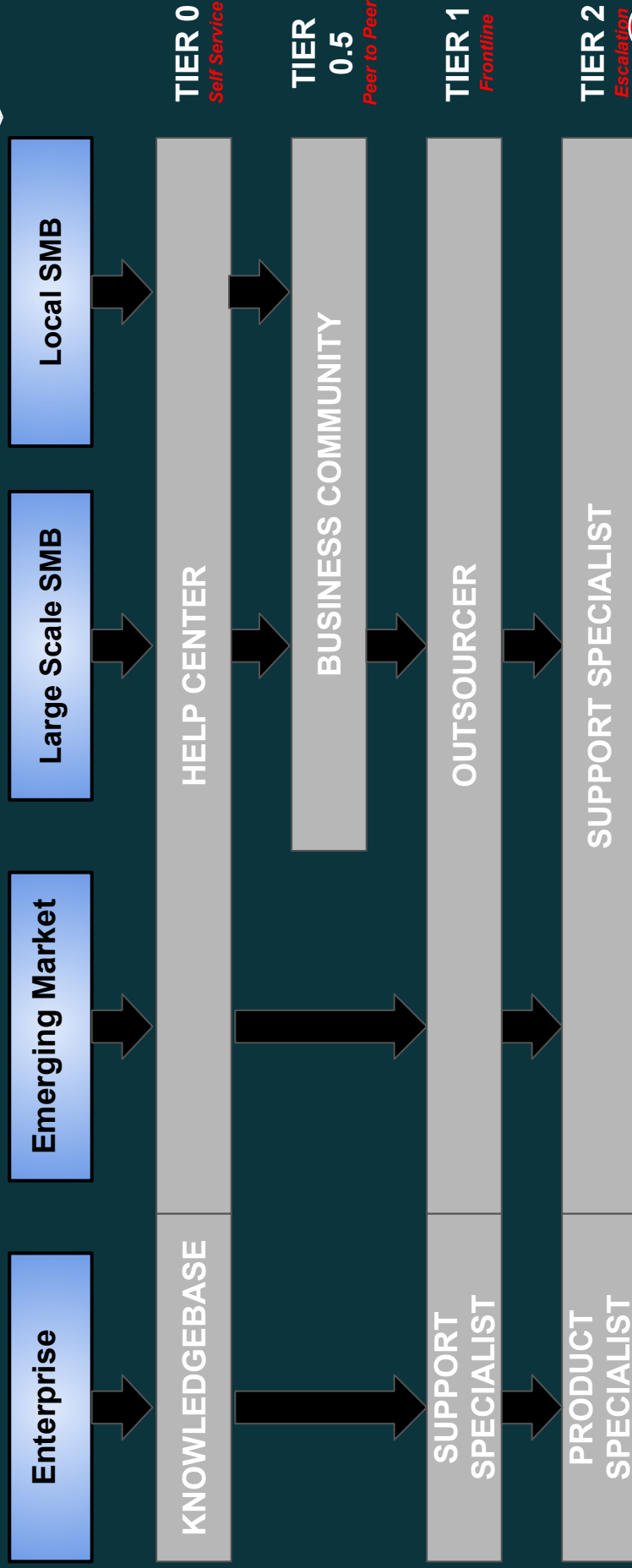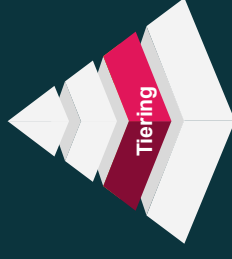

Tiering

Service Delivery Flow

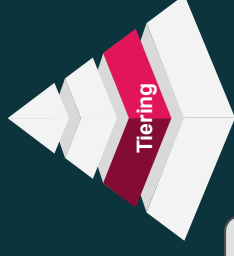|	Tier 0	Tier 0.5 *New*	Tier 1	Tier 2
Description	**Self Service**	**Peer to Peer**	**Frontline**	**Escalation**
	Provides ability for Partners and Sellers to address issues through self service tools	Community of partners and creators	Live support to assist all customers with issues and concerns not addressed	Specialized support to handle challenging support issues
Scale	O to Many	0 to Many	1 to Few	1 to 1
Platform	Help Center	Community Forum	Help Center Contact Us	Internal ticketing tool
Organization	User Education	Pinterest Business Community	Outsourcer/ Support Specialist	Product Specialist

SERVICE DELIVERY FLOW

Service delivery support by Customer Operations are different based on the customer segment thus providing increased scale while improving the service quality

Tiering

| Enterprise | Emerging Market | Large Scale SMB | Local SMB |

| | | | | **TIER 0** *Self Service* |
| KNOWLEDGEBASE | | HELP CENTER | | |

| | | BUSINESS COMMUNITY | | **TIER 0.5** *Peer to Peer* |

| SUPPORT SPECIALIST | | OUTSOURCER | | **TIER 1** *Frontline* |

| PRODUCT SPECIALIST | | SUPPORT SPECIALIST | | **TIER 2** *Escalation* |

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Restructuring Live Support

Tiering our services required us to restructure our support organization to achieve our goal to focus and enhance our services

Tiering

	Support Specialist				Product Specialist		
	Old		**Current**		**Old**		**Current**
Main Role	• Technical support for Field/Mld tickets • Escalations from Outsourcers • Special projects		• Technical Support for Field/Mld tickets • Escalations from Outsourcers • Bug filing		• Handle Field/Mld tickets • Escalations from vendors • Product and Tooling Insights		• Product SME • Product and Tooling Insights • Escalations from Support Specialists
Location	SF and Dublin		Remote		SF and Dublin		SF
Operating hours	9 to 5 Local time Mon thru Fri		18 to 24 hours 7 days/week		9 to 5 Local time Mon thru Fri		9 to 5 Local time Mon thru Fri

Why Pinterest implemented this approach

To simultaneously address significant business growth and enhance the customer experience

Goal	Definition	Initiatives
Ticket Deflection	To migrate tickets from agent handled to self service	• Partner with User Education to improve Help Center effectiveness • Partner with Sales Team to improve Sales knowledge • Create Peer to Peer program within the Business Community to assist smaller SMB market
Ticket Avoidance	To modify product to address common issues or enhancement requests	• Partner with Product Marketing team to identify and address product insights and requests • Continue working with Engineering to triage and quickly resolve bugs
Organizational Alignment	Reorganize team to provide regional coverage, enhance service, and centralize product issues	• Centralize Product Specialists • Continue building regional support specialist teams • Build inquiry based Pods • Strengthen training, quality and CSAT processes • Realign roles and expectations