How to Create a Dynamic Live Chat Strategy
Perhaps you’re considering additional ways to provide a great experience to current and/or prospective customers. Is live chat a good option for your company or organization? In this white paper, we will look at everything you need to make clear during live chat implementation.

We hope you find it helpful in your quest to develop or improve your live chat strategy.

**01 Why Live Chat? Developing Strategies & Goals**

As today’s consumer continues to increase their Internet usage for the common things of everyday life, more companies are faced with answering this question – Should we offer live chat as an option for our customers?

According to a 2013 industry report, 83% of the more than 5,000 consumers surveyed stated they consistently require some form of assistance while online. Combine this statistic with the 71% of those same consumers who feel it’s important to receive assistance within 5 minutes, with 48% stating they will abandon the site if that requirement goes unmet.

These two statistics alone should lead one to consider options for meeting the needs of the online customer. Numerous companies and organizations have turned to live chat as the channel to address their customers’ request for fast online service. Before implementing live chat as a solution, it may be prudent to develop a channel strategy and set goals to insure optimum performance.

**Developing a Strategy**

Creating a live chat strategy is critical for obtaining maximum results and justifying implementation costs. As the earlier statistics indicate, the customer’s requirement for a fast online experience is the main priority. Develop a strategy that’s very specific in nature. When several Comm100 Live Chat users developed live chat strategies, common areas of focus were:

- **1. Reducing response time** - enabling customers to quickly interact with employees via live chat vs encountering wait times when using more traditional methods of communication such as email or the telephone.

- **2. Customer satisfaction** - delivering online customer service to ensure satisfaction ratings remain high.

By establishing areas of focus, one can take the appropriate steps for creating a robust live chat channel. When considering live chat as an additional customer contact option, it might be prudent to address the following in the strategy development phase:

- **1. Will customer satisfaction rates improve as a result of deploying live chat?**

  Analyze current and historical data to identify satisfaction levels across your entire customer base. If your company offers multiple products and/or services, get satisfaction data for each of those offerings. It’s probably a good idea to extract data for the various departments within your organization as well. All of this data mining will assist in identifying areas that may benefit most from implementing a live chat solution.

- **2. Are sales likely to improve as a result of deploying live chat at specific dropout points on the company Website?**

  Again, utilize current data to identify where in the customer’s online experience do they decide to abandon you website. Is it on particular website pages? Perhaps it’s after placing items in the shopping cart, yet before completing the order. Current data will assist in determining where customers may need additional assistance during site visits.

- **3. Are sales likely to improve if agents engage with specific customer segments?**

  During your data analysis, it may become clear that certain customers may require more attention. Hopefully, your current data will assist in identifying which customer segment(s) contact your company the most via current channels – phone, email, text, etc. Will the addition of live chat provide opportunities for improving retention rates along with increasing sales through live chat agents’ ability to quickly identify the availability of upgrades or new products that may enhance the customer’s experience with your
company’s products or services?

4. What live chat platform will we utilize?
After deciding that yes, live chat is a viable option, this is perhaps the most important decision in the strategy development phase. The success of your live chat channel hinges on choosing the right platform. A platform failure can certainly impact customer satisfaction ratings and as well as strike a blow to your company’s credibility.

Discuss which platform type – company hosted or cloud based – is the proper one for your company. In addition, determine if a proactive or reactive live chat platform will best fit the needs of your particular customers. Will passive assist or active assist be supported? What data security features are available? Does the platform provide reporting capabilities for transaction history, chat transcripts and metrics? How does the customer interact via your chosen platform? Are encryption, typing notification and the ability to change font sizes available to the customer? Will the platform allow for pushing customer satisfaction surveys at the end of the live chat? Your data analysis should help in deciding which platform and features meet the criteria for providing the best possible customer experience while positively contributing to the achievement of channel goals.

5. Will live chat complement existing self-service options?
The purpose of most websites is to allow the customer the option to self-serve versus utilizing the more traditional methods of customer contact. When developing a live chat strategy, companies should strive to enhance the self-service experience. Data analysis should identify opportunities – at website dropout points, sales trigger points or where known website issues exist – for agents to proactively initiate a live chat conversation. If agents initiate the conversation too early in the site visit, this may result in the customer feeling pressured or becoming agitated when attempting to self-serve. The goal of the live chat option is to enhance the self-serve experience – not to replace it.

6. What metrics are key to determining the effectiveness of your live chat program?
When implementing any new tool into a company’s daily operations, identifying key metrics for gauging effectiveness is certainly in order. It’s no different with live chat. Here are a few metrics to consider:
- Cost per contact.
- First contact resolution.
- Shopping cart abandonment rate.
- Average order value.
- Customer satisfaction rate.
- Escalation rate.

These metrics allow companies to compare the effectiveness of its live chat program to other customer communication channels.

Ready, Set, Chat!
After thoroughly considering and answering these questions, companies should be able to develop their live chat channel to meet the needs of their customers. Here at Comm100, we believe that it’s important for companies to provide an efficient and effective customer communication option. Our live chat product offers a comprehensive solution for companies seeking to improve sales and or retention rates through allowing agents to proactively engage with customers.

As statistics indicate, today’s customer wants a quick and efficient customer experience. While saying “Yes!” to the live chat option, companies should first take the time to develop strategies and goals to insure both maximum ROI and HLC – that’s Happy Loyal Customers!

02 What Do Online Customers Want? Meeting Live Chat User Expectations

Today’s customers more than ever are turning to live chat for communicating online with product and service providers. It’s important to know what customers expect when utilizing the live chat channel to interact with your company. Research shows that consumers ranked the following elements as their top three when it comes to experiencing great online customer service:
1. Getting my issue resolved quickly. (82%)
2. Getting my issued resolved in a single interaction.
Getting My Issue Resolved Quickly

Customers are very busy people these days, often overloaded, overworked, and constantly multi-tasking throughout the day. Should an issue arise which requires one to contact companies and organizations for resolution, you can bet time is of the utmost importance. How can this demand for speed be consistently met to insure that customers receive a great online experience?

Initially, it’s imperative to get the customer to the right person for their particular issue. In instances where companies have a diverse customer base, live chat features such as pre-chat surveys assist in directing customers to the proper agents. Remember in the “old days” being told “We don’t handle that in this department. I’ll have to transfer you.” when initiating contact over the phone? This feature assists in creating great online experiences by insuring customers are serviced by agents well versed with their particular issue.

A key metric to quick resolution is first response time. This metric is based upon the amount of time it takes for an agent to acknowledge a customer’s chat request. The customers live chat experience begins right here. High first response times indicate the customer is waiting to be serviced which is equivalent to customers waiting in the call queue for someone to answer and begin a phone conversation. Customers don’t take kindly to waiting and just as they may choose to abandon the attempt to be serviced via phone, they may also choose to abandon their attempt to chat if not acknowledged in a timely manner. Research data indicates that an acknowledgement within 30 seconds keeps customers happy while anything over a minute may lead to customers becoming frustrated and ending the chat attempt.

When faced with high chat volume, proactively advise customers of the expected wait time. This one step lets the customer know that their time is important.

Take advantage of the send messages feature to update customers during the wait time. This is a dual impact feature – you can apologize for the wait while providing a new expected wait time and it keeps the customer from feeling neglected while waiting. They can now make the decision to standby for assistance or attempt to chat at another time. Once engaged with chat agents, customers expect quick resolution.

Give your chat agents an edge through utilization of the typing indicator feature which allows agents to see what customers are typing. Agents can begin preparing responses as they wait for the customers to complete their input which may help to reduce the overall interaction time.

Utilize the reporting capabilities of your chosen live chat platform to identify trends in chat volume, interaction length, dropped chats and individual agent performance. Report analysis will assist in identifying both live chat channel and agent improvement opportunities.

While quickly acknowledging customer requests for live chat is important, it’s imperative that chat agents are equipped with the appropriate product and or service knowledge in order to become adept at asking the right questions in order to quickly resolve customer issues. This leads us to the next most important customer expectation – getting issues resolved in a single interaction.

Getting My Issue Resolved in a Single Interaction

As we stated earlier, today’s consumers are busy and would rather not spend an inordinate amount of time attempting to get issues resolved. Today’s companies and organizations are tasked with providing resolutions during the first interaction. Data from StellaService for the past six months show 88% of issues were resolved during the first interaction when handled via live chat. This compares to a 92% first time resolution rate for issues handled by phone and 63% for issues addressed via email. It’s clear that live chat is an effective method for resolving customer issues.

Customers expect to receive competent service during the initial interaction. When customers are required to make multiple attempts to get issues resolved,
companies may lose credibility which can certainly impact customer satisfaction and long term revenue.

Make sure chat agents have the proper tools to provide “first chat resolution”. Provide comprehensive product and services knowledge training to insure their competency when interacting with customers. Create a robust knowledge base for quick retrieval of information. Doing so leads to confident agents meeting the customer’s requirement for resolving issues during a single interaction. As some customers are “do it yourselvesers”, agents may be able to tactfully direct customers to the knowledge base for guidance on successful issue resolution without additional agent assistance. As customers utilize the knowledge base to self-serve, agents become available to assist other live chat customers.

Dealing With a Friendly Customer Service Representative

Now some might ask – We’re talking about chatting here, not talking over the phone. How can customers determine whether a chat agent is friendly? When communicating via the more traditional method, an agent’s voice tone, voice inflections and word choice are drivers for a customer to determine that yes, my agent was friendly. To be considered as friendly, a chat agent must utilize the same skills – the difference being the agent’s fingers is his/her voice.

Just as you would verbally say “Please” and “Thank You” when communicated verbally, do the same during a live chat. Advise the customer when the need to pause arises – just as you would during a phone call. If an extended pause is required, provide the customer with an approximate “pause time” just as you would for a “hold time” during verbal communication. Word choice along with punctuation are indicators of your “voice tone” when live chatting with customers. Use the exclamation symbol when communicating positive information – That’s great! Glad to help! Thanks for chatting today! – as this communicates enthusiasm to the customer.

Just as you would apologize for any issues or inconvenience during phone conversations, a simple “Sorry for the inconvenience” or I apologize for that” conveys empathy to the customer. Personalize the conversation by utilizing the customer’s name. Use comments such as “have a nice day” or “enjoy your weekend” when ending the chat sessions as this makes the customer feel good. Integrate messages such as these into your live chat channel via the canned messages feature. Not only will this help to insure your agents have a repertoire of customer friendly statements to choose from, but may possibly lower the interaction time as agents are freed from repetitively typing the same message.

Keep Customers Happy By Meeting Expectations

Those are the three major expectations of chat customers. At Comm100 we believe that it’s important for companies to provide the proper tools to allow agents to provide a great online customer experience. Our live chat product gives companies the ability to analyze how well their live chat channel is operating along with individual chat agent performance. Customers will benefit from your having ability to measure both agent and channel effectiveness. Want high customer satisfaction ratings? It’s pretty simple – Meet Their Expectations.

Who Really Needs Assistance? Influencing the Choice to Live Chat

While live chat has received accolades from customers as a quick and efficient way to communicate with companies and organizations, one question remains – Should we offer live chat to all of our customers for every reason or scenario? Now it sounds like a great idea, but is it the best option for both company and customer? Read on as we take a deeper look for answers.

Who’s Right for Live Chat?

When attempting to determine which customer inquiry or request is right for your live chat channel, here are a few things to consider:

1. The volume of customer interactions.

When determining which customer is right for your live chat channel, it’s a good idea to get a handle on
the number of customers currently utilizing all available communication channels. Take a look at the number of phone calls, calls initiated from your website, emails, SMS text messages, etc. that your organization is currently handling on a daily basis. Look at this exercise as a way to qualify candidates for live chat.

Ask:
- Why is the customer calling, initiating calls from the website, emailing, and texting?
- What does the customer want or need assistance with? Examples of the interactions might be billing inquiries, support requests, address changes, password resets or subscription renewals.
- What actions are taken to meet customer needs?

Break the analysis out by company departments. The answers to these questions will reveal your contact drivers. While this exercise may appear cumbersome, the payoff will be huge later when developing your live channel strategy. If this information is utilized properly, an increase in live chat customer satisfaction ratings will be the result as one looks to proactively deflect inquiries and requests that can be handled outside of the live chat channel. Another by-product of this analysis is the identification of operational improvement opportunities which may fall outside of the live chat channel spectrum.

2. The value of each interaction type to your organization.
Now let’s determine how valuable each of these interactions is to your company. Create three value categories – low value, medium value and high value. The interaction reasons identified during your analysis should now be valued.

Ask these questions when attempting to determine interaction value:
- Which customer inquiries require an immediate response from someone within the company?
- How many of the inquiries are informational in nature, such that can possibly be handled by an artificial agent or web self-service?
- Which inquiries are critical to building and or maintaining profitable customer relationships?

Please refer to Table 1 - Three Value Categories at the end of this page for what the categories might look like when filled with inquiries.

3. The complexity of the various customer interactions.
Customer interaction requests vary in their complexity. Some require a minimal amount of agent activity to address the request, while other requests may require more time and effort to assist customers. To put it simply, analyzing requests for complexity is an exercise to determine which requests require the most agent effort to service the customer.

Two questions one might ask are:
- How much information will the agent need to retrieve to meet the customer’s need?
- What level of agent expertise is required to handle a situation?

Table 1 - Three Value Categories

<table>
<thead>
<tr>
<th>High Value</th>
<th>Medium Value</th>
<th>Low Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support requests</td>
<td>billing inquiry</td>
<td>information request</td>
</tr>
<tr>
<td>Emails</td>
<td></td>
<td>address changes</td>
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</tbody>
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Table 2 - Three Complexity Categories

<table>
<thead>
<tr>
<th>High Complexity</th>
<th>Medium Complexity</th>
<th>Low Complexity</th>
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</thead>
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<td></td>
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Just as we did when placing value on customer inquiries, we’ll do the same for complexity. Let’s create complexity categories – low complexity, medium complexity and high complexity. Using the same requests for the valuing example, let’s see Table 2 - Three Complexity Categories on Page 5 for what a typical complexity box might contain.

Right for Chat

After taking the time to complete the exercises, one is more than likely able to decide which customers inquiries and requests are prime candidates for live chat. It’s easy to see that your high value/high complexity inquiries or requests will benefit from utilizing your live chat channel. Here are a few tips for providing a great customer experience for these customers.

- The high value/high complexity requires an experienced agent with solutions oriented information at the ready in order to provide a positive customer experience. Features such as your live chat knowledge base should contain the information required to handle this scenario. Combine this with the typing notification feature to assist live chat agents in preparing a solution as customers input information in order to provide a quick and accurate response.
- Sales opportunities may create a high value/low complexity scenario where a customer has repeatedly made purchases with your company. Utilization of your live chat platform’s history feature will enable live chat agents to spot repeat customers.
- Low value/low complexity requests should be tactfully directed to self-serve areas (directories, FAQs, etc.) of your Website by chat agents. This may assist in reducing future unnecessary chat requests.
- Utilize the ability to proactively live chat with the customer when it’s evident by page visits that they may need assistance with a high complex issue.
- Configure your live chat platform to activate the auto invitation feature when customers linger on or sequentially visit sales and or support oriented pages.
- Strategically place chat buttons on sales and or support related website pages rather than all pages to decrease the level of low value/low complexity chat requests.
- For customers with low value/low complexity inquiries/requests, provide a list of self-service options on your Contact Us or Need Assistance pages to deflect chat requests.
- Live chat reporting capabilities will assist in identifying short sessions which may be an indicator of low value/low complexity request or inquiries creeping into the channel.

At Comm100, we certainly encourage the use of our live chat product to assist companies with servicing those high value/high complexity inquiries and requests. While we know that it’s important to provide a great online customer experience, we also know that it’s important to insure that your live chat channel is an efficient customer communication channel. The analytical capabilities of our product will assist you in keeping those low value/low complexity requests and inquiries to minimum in order to get maximum output from your live chat channel.

Remember – Make sure that your live chat channel is tuned for high value/high complexity customer inquiries and requests. Start by determining the volume of interactions across all communication channels, assign an interaction value to request and inquiry types and develop interaction complexity levels in order to create an efficient live chat channel.

04 Are We Ready? Effectively Training the Live Chat Agent

When seeking to deliver a great online experience, perhaps the most important ingredient are your live chat agents. The customer is depending upon your agents to possess product or service knowledge and have the ability to deliver the information in a quick yet pleasant manner. What should companies focus on when training live chat agents? Here are a few ways to insure your live chat agents provide a great experience for customers and positively impact your company.

Soft Skills

Let’s start with the basics – soft skills. Chat agents should possess the ability to relate to customers in the same manner as phone agents. Begin the chat with a
Platform Skills

Live chat customers expect to receive quick and efficient service when contacting your live chat agents. It’s imperative that chat agents are thoroughly trained on your live chat platform. When chat agents are familiar with the “tool” they are utilizing when assisting customers, they perform tasks with a high level of confidence. Here are a few ways to make sure chat agents are platform experts.

Agents are tasked with providing both a customer and organization friendly experience when chatting. It’s important to be fully trained on all customer and agent-facing platform features. Take the agent on the customer’s journey. For example, when initiating a chat request, customers might be presented with a pre-chat survey which gives the ability to choose the reason for wanting to communicate. Make sure agents are familiar with what happens next for the customer. Advise agents on how to access all platform features required for servicing customers.

Where are canned messages located?

What are the steps required to reach the knowledge base and how to I retrieve specific information?

What actions do I take to send the customer a PDF file?

How am I able to see what website pages visitors are currently viewing?

How do I initiate a proactive live chat?

What’s the procedure to transfer this chat to another department?

Let agents experience the platform as their customer will – When I do this – my customer sees that. It’s critical for both the agent’s morale and your
Product/Service Knowledge

In order for chat agents to successfully handle inquiries and requests for support, product and service knowledge is crucial. Customers are expecting agents to have the skills and knowledge for answering questions and providing solutions. It’s up to you to make sure this happens by providing the necessary products and services training.

Get the products in front of your chat agents. If possible, allow them to experience the product or service as your customer does. When products are services are upgraded, make sure to advise chat agents. Remember to upgrade knowledge bases and directories and point out to chat agents where these changes have occurred. If your chat agents perform outsourced duties, make it a requirement that vendors provide updated information in a timely manner.

Stress that your agents are providing services to their customers and the ability to provide accurate information is crucial to customer retention. Advise chat agents of specials or discounts before releasing it to customers. Integrate this information into your live chat platform and allow for easy retrieval.

Writing (Chatting) Skills

Customers utilize the live chat option because it’s become known as a fast way to interact with companies. A key component of a live chat interaction is the agent’s ability to exercise good writing skills. Just as phone agents are expected to use proper language, grammar and a cheerful voice, the same is expected of live chat agents. Utilize the auto spelling and grammar check feature of your live chat platform to insure agent communications look professional. Brevity is the focus when live chatting – keep sentences short and to the point.

Customer: “When can I expect to receive my order?”

Live chat agent: “Standard shipping is 4 to 5 business days.”

Agents must be able to write as if they were talking on the phone. Keep the conversation flowing by mixing free form and canned messages. This helps the agent to appear human and not so robotic. Refrain from industry jargon when chatting as this may confuse customers and extend the chat session. Maintain pleasantry by utilizing punctuation that exhibits enthusiasm.

“I’ll be glad to assist you today!”

Remember, punctuation acts as your voice tone when chatting. Interject the customer’s name while chatting to personalize the conversation.

These are just a few basic skills necessary for providing a great online experience. At Comm100, we know that platform features such as canned messages, typing indicator and pre-chat surveys play an important role in one’s ability to efficiently and effectively provide live chat customer service. We also understand the importance of taking the time to properly train your live chat agents. Give them soft skills training, comprehensive live chat platform training and make sure they exercise good writing skills while chatting. Your customers and chat agents will love you for that!

How Are We Doing?

Measuring Live Chat Effectiveness

Consumers continue to find live chat as a viable alternative for communicating with companies. According to a 2013 Forrester report, live chat usage rose 24% over the past three years. That’s a clear indication that more and more consumers are turning to live chat over the more traditional channels like phone and email. Now there’s one very important question to answer – How does one measure the effectiveness of one’s live chat channel?

Company Goals

When developing live chat metrics, start with what’s important to your company or organization. Are sales the main focus? Or perhaps support is why your
company exists. Starting with your company’s main focus helps to ask the right questions in regards to what metrics are important. Some metrics can apply to both a sales and service setting.

For example, a sales oriented company might consider measuring:

1. **# of Visitor Initiated Chats**
   This is a good metric to watch as you can determine from your analytics the pages visited before initiating the chat request. Information from this metric might assist when configuring auto invitation chat rules or when developing criteria for agent generated proactive chats. It may also indicate that visitors are incurring problems or unable to find information on your site.

2. **# of Agent Initiated Proactive Chats**
   This metric looks at the number of chats initiated in by chat agents. Agents can be trained to proactively initiate a chat when a customer lingers on a particular page for a certain amount of time or perhaps when they visit pages in a certain order. Check to see which pages or page sequences are creating the need for proactive live chat initialization.

3. **Agent Initiated Proactive Chat Invitation Acceptance Rate**
   How responsive are visitors to agent initiated live chat invitations? The proactive invitation acceptance rate helps to determine if chat agents are utilizing good skills when initiating chats. Are they adhering to initiation guidelines? Initiating live chat invitations prematurely can drive down the acceptance rate. One can also look at their proactive initiation strategy to insure visitors are properly targeted (navigation history, time spent on certain pages, etc.) in an attempt to reach visitors more inclined to make a purchase.

4. **# of Auto Invitations Initiated**
   For companies or organizations with heavy website traffic, it may be difficult for agents to initiate proactive live chats for every opportunity. Some live chat platforms allow for auto invitations to site visitors. By configuring this feature to respond to visitor actions, an auto invitation is created. This metric helps to properly schedule live chat agents for peak traffic periods.

5. **Auto Invitation Acceptance Rate**

Just as one wants to know the effectiveness of live agent proactive chat initiations, it’s also good to know the rate for visitor acceptance of auto invitations. One can utilize the information to make the proper adjustments to the auto invitation rules configuration.

6. **Sales Conversions Rate**
   What percentage of accepted invitations resulted in sales? Agent or system generated invitation? It’s important to know how many accepted chat invitations resulted in sales. Results may indicate a need for agent sales training. One can also solicit sales tips from agents with higher conversion rates.

7. **Average Sales Amount Per Conversion**
   This metrics offers information on the average dollar amount per sales conversion. One can use this figure to determine if sales goals are being met – for both agents and department. Deeper examination might uncover opportunities for upgrades or additional items that could enhance the customer’s experience with the company’s products.

8. **Customer Satisfaction Rating**
   How are visitors/customers rating their experience? Probably one of the most important as it drives repeat visits and hopefully additional purchases, both which drive long term revenue.

A support focused company or organization might find that its primary metrics are:

a. **Live Chat Volume** – Daily, Hourly, Specials, Holidays, etc.
   Monitoring chat volume assists in insuring proper agent scheduling for availability particularly during peak periods.

b. **Average Time to Respond to Chat Request**
   Here’s an indicator for measuring how long customers are waiting after initiating a chat request. Research says keep this one at 30 seconds or less in order to prevent abandoned chats and possibly lower customer satisfaction ratings.

c. **Average Handle Time**
   This measures the average duration of chat sessions. A number that’s too low may indicate a rushed customer experience, while a number that’s too high may indicate additional agent training might be in order. Be careful when setting an AHT goal as many factors can impact this metric such as issue complexity or solution
d. First Contact Resolution
A key metric for customer satisfaction that measures the ability to resolve a customer’s issue or provide the correct information during the first contact. This has a direct impact on long term revenue, as the more often you can satisfy customers during the first contact, the higher the probability that they will remain a customer. Research shows that the average first contact resolution rate is 66%.

e. # of Offline Chat Request
Monitor this to determine when customers are contacting your company while your live chat platform is offline. Ask basic questions – Who is leaving offline chat requests? For what reason? At what time? On what day? Is there a pattern developing? This can be an indicator that you may want to look deeper into your chat agent scheduling.

f. # of Chats Transferred to Second Level
Transferring chats to a supervisor may indicate an agent might need additional product/service knowledge training or perhaps some soft skills training. It’s important to keep this type of transfer to a minimum as it can negatively impact customer satisfaction ratings.

g. Customer Satisfaction Rating
This one might be considered even more important in a service environment. The customer has already purchased your product or service. It’s critical to consistently provide a great experience to existing customers. Your long term revenue is at stake.

Well, those are just a few metrics that one may consider important when measuring the effectiveness of one’s live chat program. At Comm100, we believe that our Live Chat product with its robust features and reporting capabilities can provide all of the information needed to make sure customers receive a great online experience. Determine what metrics are critical for the success of your live chat program. Use this information to manage the experience for website visitors and customers. Your company’s long term success depends on it!