

GENERAL SESSION · KEYNOTE

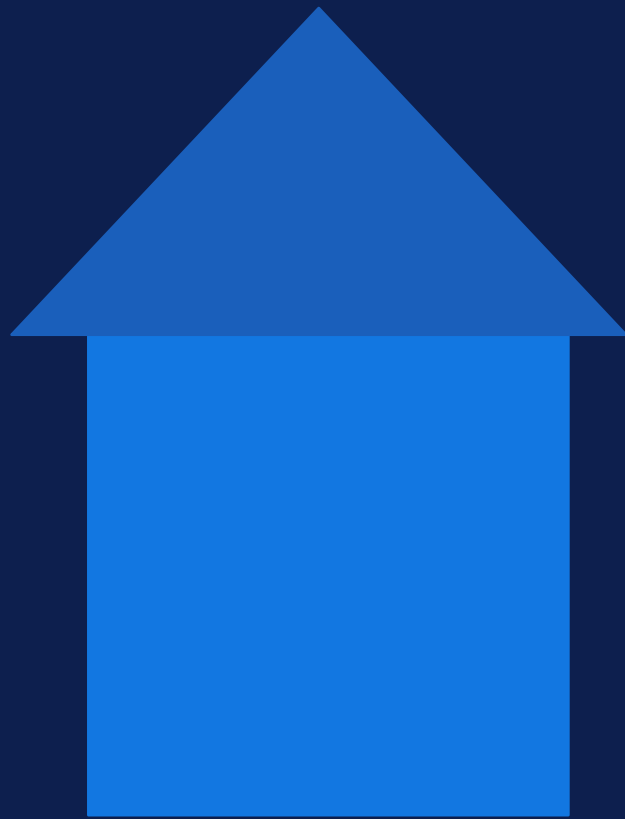
Turning Support Into Strategy:

Zillow's Approach to
Smarter Self-Service

Phoebe Schultz

VP, Customer Experience Operations · Zillow Group

Customer Response Summit · Scottsdale 2026



Let me start with a question.

**Does your help experience
look like your org chart —
or your customer's journey?**

This is the question that changed how we think about customer support at Zillow Group.

ACT 1

20+ help sites.
Customers couldn't find
any of them.

Zillow

Premier Agent

dotloop

ShowingTime

Aryeo

Follow Up Boss

+ 14 more fragmented help sites

20+
Help Sites

4
Tech Platforms

12
Support Silos

Meet Alex.

A new real estate agent. First week on the job.

①

Premier Agent

Set up profile & leads

zillow.zendesk.com

Different site.
Different system.
Different phone number.

②

ShowingTime

Schedule showings

showingtimemls.uservoice.com

Different site.
Different system.
Different phone number.

③

dotloop

Manage contracts

support.dotloop.com

Different site.
Different system.
Different phone number.

④

Follow Up Boss

Track all leads in CRM

help.followupboss.com

Different site.
Different system.
Different phone number.

Four help sites. Four interfaces. Four places to get lost. On day one.

If your help experience
looks like your org chart,
you've already lost
your customer.

✗ Inside-Out Design

Built for Zillow's
org chart & history

✓ Outside-In Design

Built for the
customer's journey

ACT 2

Help as a Product, Not a Cost Center

What if the help site wasn't where customers went when something went wrong — but where they went to do their best work?



We already had the answer. We just needed to see it.

Most of our help sites

- X Organized by product line
- X Reactive troubleshooting only
- X Siloed by brand or acquisition
- X No cross-product pathways
- X Inconsistent tone & quality

Our internal gold standard

Follow Up Boss help center

- ✓ Role-based, persona-driven
- ✓ Proactive & success-oriented
- ✓ Best practices, not just fixes
- ✓ Rich webinars & coaching
- ✓ Designed to grow the business

The question became: what would it look like if every Zillow customer had this experience?

One destination. Built around the customer.

Unified Taxonomy

Organized around
customer tasks —
not product lines

AI-Powered Search

One search bar.
All 4,000+ articles.
Instant answers.

Persona Personalization

Your role shapes
your experience
from day one

Intelligent Routing

One Contact Us.
Right channel.
Right human.

One experience required shared ownership

We unified the customer experience while keeping expertise close to each business.

SHARED ACROSS ZILLOW

- Customer taxonomy and navigation
- Content standards and governance
- Search and support signals
- Experience priorities and measurement

KEPT CLOSE TO THE BUSINESS

- Product and customer expertise
- Regulatory and operational context
- Content subject matter experts
- Accountability for customer outcomes

Teams stopped optimizing individual help sites and began managing one connected customer journey.

The numbers tell the story

Seven months since launch. The model is proven.

730K

Monthly site visits
(+26% MoM, July 2026)

30%

Engaged Users Leverage Search
*Those that do not immediately bounce from the site

125%

Traffic growth in
first two months

5% → 12%

UHC share of total support cases
in just 6 months

Customers are choosing self-service.

Up to 80%

Of cases resolvable before
reaching a human (industry benchmark)

~\$3.6M projected Year 1 savings

ACT 3

The Help Site as a Friction Detector — and a Human Router

"Self-service alone is not Customer Assurance."

Friction as Signal

26% of searches returned no answer. That's 25,000 missed opportunities — every month.

Every null result is a customer telling you something is broken.

Customer Journey

Search behavior shows exactly where customers want human interaction. We use those signals to streamline the path to support and ensure contextual handoffs — not dead-end links.

Early Warnings

A spike in searches for "3D image rendering" flagged a product bug as it was happening. The help site as an early warning system.

Data Beyond Support

Help telemetry identified friction in the Plaid integration — triggering an in-product opportunity to “learn more” upstream of UHC.

By tracking where people went downstream from UHC, we added Zillow Academy banners across key Showcase articles, increasing referral traffic 200% and engagement 500%.

The customer learning loop

Every interaction helps Zillow improve the next customer experience.



UHC gives the business a continuous source of customer intelligence as well as a support destination.

Intelligent Contact Routing

One "Contact Us." The right human. Every time.

BEFORE

206-470-7000 (main)

877-313-8601 (brokerage)

888-466-3501 (Premier Agent)

888-368-5667 (dotloop)

888-367-4009 (ShowingTime)

60+ active email aliases

**AFTER**

"Chat with a Premier Agent specialist now"

"Schedule a dotloop call for this afternoon"

"Email consumer care — reply within 24 hrs"

Right person. Right channel. Right moment.

Human Where It Matters

Digital where it scales. Human where it matters.

Digital self-service handles:

- ✓ Password resets & account access
- ✓ Product how-to questions
- ✓ Status checks & routine updates
- ✓ Content discovery & learning
- ✓ Feature request submission

Human expertise reserved for:

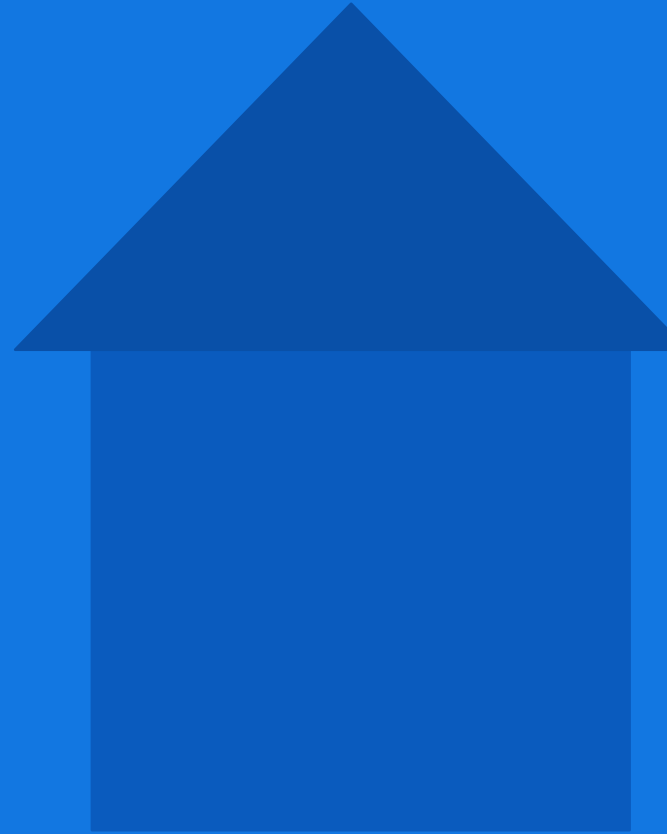
- ✓ Complex, multi-product issues
- ✓ High-emotion moments
- ✓ High-stakes transactions
- ✓ When the system detects drop-off
- ✓ Escalations that need judgment

The goal is never to keep customers away from humans. It's to make the moments that require a human count.

CLOSING

Service as a Brand Promise

*The help infrastructure IS the service model.
Design it accordingly.*



Three things to take home today

01

Audit your org chart trap

Pull up your help site right now — or tomorrow morning. Ask yourself: is this organized around what my customers are trying to do, or around how my company is structured? Be honest.

02

Treat friction as signal

Your null search results, your drop-offs, your repeat contacts — these are your customers telling you something. Build the systems to listen to them at scale.

03

Design the human moment intentionally

Don't let escalation be an accident. Know exactly which interactions require a human, and build a triage system that gets those customers there — reliably, quickly, and without friction.



Does your help experience look like your org chart — or your customer's journey?

Phoebe Schultz · VP Customer Experience Operations, Zillow Group

Customer Response Summit · Scottsdale, AZ · October 2026