Customer Support Ticket Handling and Prioritization Enhancement

VERSION HISTORY				
VERSION	APPROVED BY	REVISION DATE	DESCRIPTION OF CHANGE	AUTHOR
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1. EXECUTIVE SUMMARY SNAPSHOT

This Business Requirements Document (BRD) defines the business requirements for improving the consistency and effectiveness of customer support ticket prioritization. The objective of this initiative is to ensure that tickets are handled based on a shared understanding of urgency and business impact in order to support service quality, operational efficiency, and business continuity across support operations.

Review of the current ticketing process indicates that, although priority levels are already established, prioritization relies heavily on individual interpretation by helpdesk agents, resulting in inconsistent handling and delays in resolving high-impact issues. The scope of this project focuses on standardizing priority interpretation, improving visibility of priority information during ticket handoff, and strengthening governance over prioritization decisions without introducing new systems or automation. The proposed process introduces standardized priority guidelines and clearer communication between teams, while the functional requirements outlined in this document define the capabilities needed to support consistent prioritization, effective handoff, and appropriate oversight.

2. PROJECT DESCRIPTION

This project is prepared to provide a clearer understanding of the current ticketing process, with a particular focus on how ticket priorities are determined and managed. The ticketing process plays an important role in customer support activities, as incoming tickets may vary in terms of urgency, type of issue, and business context, requiring appropriate and structured handling.

Under the existing process, customer tickets are received via email and subsequently classified by helpdesk agents based on priority level and the relevant division or queue. This process relies heavily on individual judgment, which in practice may lead to differences in how ticket priorities are interpreted. Such variations may affect the consistency of ticket handling and overall operational effectiveness, indicating the need for a more structured understanding of the existing ticketing process as a basis for further analysis.

3. PROJECT SCOPE

This section provides a description of the project's scope, outlining the activities and deliverables that are included and excluded from the project. The scope definition serves as a guideline to ensure that the project remains focused on business analysis activities related to understanding the current ticketing process, particularly in relation to priority determination.

IN SCOPE

- In-scope item 1 – Understanding the existing ticketing process and how ticket priorities are currently determined
- In-scope item 2 – Documenting the current ticketing process, including key activities and roles involved
- In-scope item 3 – Analyzing the ticketing process with a focus on the current approach to priority assignment

OUT OF SCOPE

- Out-of-scope item 1 – Developing, implementing, or modifying any ticketing system or automation solution
- Out-of-scope item 2 – Defining or implementing technical solutions, tools, or system architecture
- Out-of-scope item 3 – Establishing or changing operational policies, service level agreements (SLAs), or performance targets

4. BUSINESS DRIVERS

The following business drivers explain why the organization is undertaking this project and highlight the key business considerations behind the initiative.

BUSINESS DRIVER #1

Improve clarity and shared understanding of the ticketing flow

- To ensure alignment of customer support activities across teams and prevent interpretation discrepancies of the ticketing flow is essential to ensure that customer support activities are aligned across teams. Without a consistent understanding of how tickets are handled, especially in relation to priority assignment, differences in interpretation may occur and affect overall service effectiveness.

BUSINESS DRIVER #2

Identify process gaps and inconsistencies within the current ticketing process

- Identifying gaps and inconsistencies within the existing ticketing process enables the organization to recognize areas where priority determination may not be applied consistently. Understanding these gaps is important to support informed decision-making and to reduce ambiguity in the handling of incoming tickets.

BUSINESS DRIVER #3

Reduce operational risk related to inconsistent ticket prioritization

- Inconsistent prioritization of tickets can lead to unclear handling order, delayed response to critical issues, and potential disruption to operational activities. By gaining a clearer understanding of how priorities are currently determined, the organization can better manage operational risks associated with the ticketing process.

5. CURRENT PROCESS

Under the existing process, customer support tickets are initiated when customers submit their requests via email, after which the tickets are received and manually reviewed by a helpdesk agent. The agent classifies each ticket by identifying relevant details such as issue type, business context, tags, and language, and then determines the ticket priority based on individual assessment before routing the ticket to the appropriate queue or division for handling. While this process enables tickets to be addressed by the relevant teams, it relies heavily on personal judgment during the priority determination stage, which may lead to differences in interpretation across agents. The absence of a standardized approach to translating ticket information into priority levels can result in inconsistent handling order and unclear urgency context for the assigned division, potentially affecting response effectiveness and overall operational flow. The end-to-end workflow and involved roles are illustrated in the swimlane flowchart below.
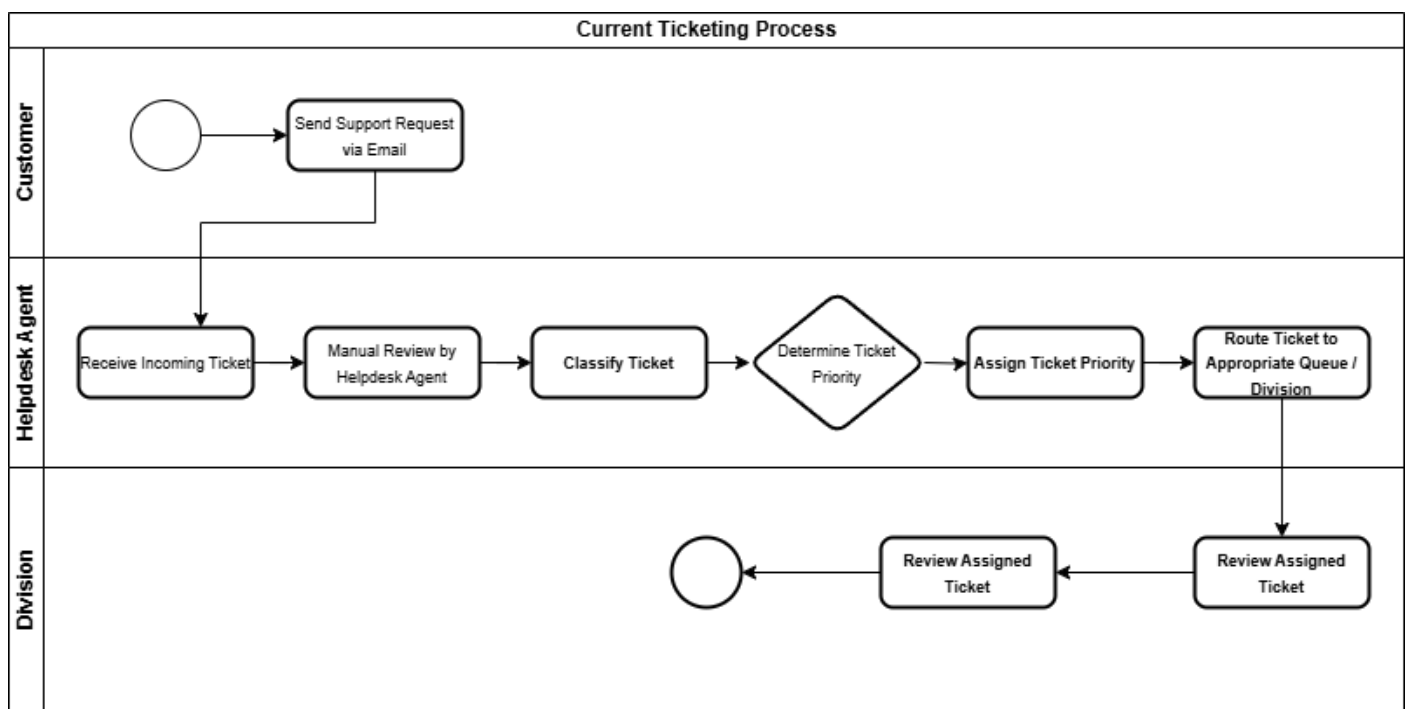
Picture 5.1 swimlane flowchart current ticketing process

6.   PROPOSED PROCESS

The proposed process aims to align and standardize how ticket priorities are applied across helpdesk agents. While priority levels already exist, clearer guidelines are introduced to ensure consistent interpretation of urgency and business impact during ticket handling. Helpdesk agents continue to assign priorities based on these shared criteria and may override them when specific context requires, provided a clear justification is recorded. Once finalized, tickets are routed to the appropriate queue or division with priority information clearly indicated to support effective handling.

7.   FUNCTIONAL REQUIREMENTS

This section describes the functional requirements needed to support the proposed standardized ticket prioritization process. These requirements define what the system and process must support to ensure consistent priority assignment, clear communication, and proper governance.

PRIORITY

Value	Rating	Description
1	Critical	The requirement is essential to the success of the project. Without this requirement, the proposed process cannot operate as intended.
2	High	The requirement is very important to project success. The process could still function in a limited or MVP form without it, but with reduced effectiveness.
3	Medium	The requirement provides additional value and improves usability or clarity, but the core process can still function without it.
4	Low	The requirement is a "nice to have" and does not significantly impact the success of the project.
5	Future	The requirement is outside the current project scope and may be considered for a future phase or enhancement.

Requirement Categories 1 – Ticket Prioritization

	This category defines how ticket priorities are assigned using shared guidelines to ensure consistent interpretation across helpdesk agents.		
ID	**Requirement**	**Priority**	**Raised By**
RC 1.1	The system shall provide clearly defined priority guidelines based on urgency and business impact to support consistent ticket prioritization and protect business continuity.	Critical	Customer Support / Operations
RC 1.2	Helpdesk agents shall be required to assign ticket priorities in accordance with the established priority guidelines as the standard baseline for decision-making.	Critical	Customer Support / Operations
RC 1.3	Priority overrides shall only be permitted under predefined conditions to ensure prioritization standards are consistently applied.	High	Customer Support / Operations
RC 1.4	The system shall require agents to provide a clear justification when overriding an assigned ticket priority.	High	Customer Support / Operations

Requirement Categories 2 - Ticket Visibility & Communication

	This category ensures that ticket priority and supporting context are clearly visible to receiving divisions during ticket handoff.		
ID	**Requirement**	**Priority**	**Raised By**
RC 2.1	This category focuses on maintaining oversight and consistency in how ticket prioritization is applied and reviewed.	Critical	Customer Support / Operations
RC 2.2	The system shall ensure that sufficient ticket context and justification are visible to the receiving division to support effective handling.	High	Customer Support / Operations
RC 2.3	Priority information shall be presented in a consistent and easily understandable format to reduce misinterpretation during ticket handoff	Medium	Customer Support / Operations

Requirement Categories 3 - Governance & Control

ID	Requirement	Priority	Raised By
This category ensures that ticket priority and supporting context are clearly visible to receiving divisions during ticket handoff.			
RC 3.1	The system shall maintain records of ticket priority assignments and overrides to support traceability and audit purposes	High	Operation/ Management
RC 3.2	The system shall ensure that priority guidelines are consistently available and accessible to all helpdesk agents.	Medium	Operation/ Management
RC 3.3	The system shall support periodic review of prioritization decisions to identify recurring issues or deviations from established guidelines.	Medium	Operation/ Management

8.   NON-FUNCTIONAL REQUIREMENTS

ID	Requirement
Detail all non-functional requirements (NFRs) of the project, including such things as features, system behavior, and project characteristics that relate to user experience.	
NFR 1	The system should present ticket priority guidelines in a clear and intuitive manner to ensure they are easily understood by helpdesk agents.
NFR 2	The system should present ticket priority guidelines in a clear and intuitive manner to ensure they are easily understood by helpdesk agents.
NFR 3	The system should display ticket priority and supporting information consistently across all relevant users and divisions.
NFR 4	The system should display ticket priority and supporting information consistently across all relevant users and divisions.
NFR 5	The system should maintain traceability of priority decisions and overrides to support review and accountability when needed.

9. FINANCIAL STATEMENTS

Across the scope of this study, a total of N customer support tickets are represented. In the absence of standardized prioritization guidelines, each ticket may require additional clarification and rework during handling. If this additional effort averages approximately five minutes per ticket, the cumulative operational effort impacted across the ticket volume equals N × 5 minutes. By introducing standardized priority interpretation and application, this additional effort can be significantly reduced. The resulting time savings represent a measurable operational efficiency gain, allowing support resources to be redirected toward higher-value activities and reducing the indirect costs associated with delayed or misprioritized tickets. While this analysis does not project time-based ticket volumes, it provides a clear quantitative view of the operational impact associated with prioritization inconsistency over the lifecycle of the ticket population.

10. COST AND BENEFIT

COST

The primary costs associated with this project are operational in nature and do not involve significant capital expenditure. These costs mainly relate to internal effort required to define, align, and document standardized ticket prioritization guidelines. Additional effort is required for coordination between helpdesk agents, operations, and relevant stakeholders to ensure shared understanding and adoption of the standardized approach.

Further costs include time allocated for training and change adoption, such as briefings and adjustments to daily workflows. Minor enhancements or configuration updates to existing systems may also be required to support visibility of priority information and justification, though these changes are expected to be limited in scope and leverage current infrastructure.

BENEFIT

The benefits of this project are both operational and strategic. Standardized ticket prioritization reduces rework, misrouting, and clarification cycles, leading to improved operational efficiency and more effective use of support resources. Clear and consistent priority interpretation also improves service quality by enabling faster and more accurate handling of critical tickets, which directly contributes to higher customer satisfaction.

In addition, the project reduces operational risk by ensuring that high-impact and urgent issues are identified and addressed promptly, supporting business continuity. Improved governance and control over prioritization decisions further enhance accountability, transparency, and consistency, reducing dependency on individual judgment and strengthening overall support operations.

11. RESOURCES

Human Resources

The project requires involvement from internal teams, primarily helpdesk agents and operations personnel. Helpdesk agents contribute input related to current ticket handling practices, while operations or support leads are involved in defining, validating, and approving standardized prioritization guidelines.

Time Resources

Time allocation is required for analysis, documentation, alignment sessions, and brief training or socialization activities. These activities are expected to be conducted alongside existing operational responsibilities without the need for dedicated full-time project staffing.

System and Tool Resources

The project leverages existing ticketing systems and communication tools. Any required changes are limited to minor configuration or documentation updates, with no need for new system procurement or major technical development.

Documentation and Knowledge Resources

Existing ticket data, prioritization practices, and operational guidelines serve as key reference materials. Additional documentation produced during the project, such as standardized priority guidelines, will support ongoing use and knowledge transfer.

12. SCHEDULE, TIMELINE, AND DEADLINES

The project is planned to be executed over a five-week period using a phased and overlapping approach to ensure continuity between activities and effective stakeholder involvement. Several tasks are designed to run concurrently to allow early insights and feedback to inform subsequent phases without delaying overall progress.

	Week 1			Week 2			Week 3			Week 4			Week 5	
Current Process Review	██	██	██												
Priority Guideline Design		██	██	██											
Stakeholder Review & Alignment			██	██	██										
Documentation Finalization						██	██	██	██						
Adoption Preperation & Briefing								██	██	██	██				

Project Schedule Overview

Current Process Review

This phase begins in Week 1 and continues into Week 2, focusing on reviewing existing ticketing and prioritization practices, identifying inconsistencies, and validating current pain points.

Priority Guideline Design

Initiated during Week 1 and completed by Week 2, this phase involves the development of standardized priority guidelines based on urgency and business impact, informed by findings from the current process review.

Stakeholder Review & Alignment

Conducted from Week 2 through Week 3, this phase focuses on validating the proposed guidelines with helpdesk agents and operations stakeholders to ensure shared understanding and agreement.

Documentation Finalization

This phase spans from Week 3 through Week 4, during which all agreed guidelines and supporting materials are finalized and prepared for adoption.

Adoption Preparation & Briefing

Occurring from Week 4 through Week 5, this final phase focuses on preparing communication materials and conducting briefings to support smooth adoption of the standardized prioritization approach.

Deadlines

The project is expected to reach completion by the end of Week 5, with finalized documentation and readiness for adoption achieved following the completion of briefing activities. Timeline adherence is subject to stakeholder availability during review and alignment phases.

13. ASSUMPTIONS

The following assumptions are made for the purpose of defining scope, planning activities, and assessing the impact of the proposed standardized ticket prioritization process. These assumptions are based on current operational understanding and may be revisited if conditions change during implementation.

1. The organization already has an existing ticketing process and defined priority levels, although their interpretation may vary across helpdesk agents.
2. The project focuses on process standardization and governance improvements and does not require the implementation of a new ticketing system.
3. Existing ticket data and documentation provide sufficient insight to understand current prioritization practices and identify improvement areas.
4. Key stakeholders, including helpdesk agents and operations personnel, are available to participate in review and alignment activities within the planned timeline.
5. The estimated operational efficiency impact is based on cumulative ticket volume rather than time-based throughput, as detailed time-stamped operational data is not available at this stage.
6. Any required system changes are limited to minor configuration or documentation updates and can be accommodated within existing infrastructure.

14. GLOSSARY

For easy reference, enter any terms, abbreviations, and/or acronyms that include in this document.	
Term / Abbreviation	**Explanation**
Ticket	A customer support request submitted through an established communication chanel thats requires review and resolution by the support team
Ticketing Process	The end-to-end process of receiving, reviewing, prioritizing, routing, and resolving customer supports tickets
Priority	A classification indicating the urgency and business impact of a ticket used to determine handling order
Prioirty Guidelines	A standardized set of criteria used by helpdesk agents to assign ticket priorities consistently
Priority Override	A controlled action that allows a helpdesk agent to change an initially assigned priority under predefined conditions, with justification
Queue	A designated work group or functional division to witch tickets are routed for handling and resolution
Helpdesk Agent	An internal support role responsible for reviewing incoming tickets assign priorities and routing to appropriate queue
Business Impact	The degree to which an issue affects business operations, service continuity, or customer experience.