**BPMDM Project**

**Company Details**:

Trendz is an Indian fashion e-commerce marketplace company headquartered in Bengaluru, Karnataka, India. By 2010, Trendz shifted its focus to the online retailing of branded apparel. It was awarded 'Best E-commerce Partner of the year 2011-12' by Puma India. As of 25 April 2016, Trendz ranks among the top 4 startups in India in the Startup Ranking.

**Process Name**: **Customer Complaint Resolution**

Trendz has made their reputation for the great range of products they offer. But one area where they have always been criticized is their Customer Support. Due to ineffective complaint resolution process, Trendz is losing customers to its competitors and thus, it is impacting the company’s profit. Also, its brand name has been negatively impacted due to poor management of complaints. In order to improve its brand value and avoid losing customers, Trendz has decided to overhaul their Customer Complaint Resolution Process. In this project, we are studying the existing process followed to resolve Customer Complaints at Trendz and will improve the existing process in order to enhance customer experience.

**Triggering event:**

Customer registers a complaint

**AS-IS:**

The process is triggered by a complaint lodged by a customer regarding a past order. The customer calls the “Customer Care” department of Trendz and lodges his complaint. The company’s representative tries to sort the issue on the call itself, but in most of the cases, the complaint is regarding an incorrect delivery or defective product. In this case, representative takes in all the required details about the order and registers a complaint into the system. Also, an estimated time of resolution is provided to the customer over the call.

Once the complaint is registered, the ‘Customer Support’ representative categorizes the complaint based on products. The complaint is then forwarded to the ‘Dispute Resolution’ Department which then analyzes the problem and provides solutions to Customer Support representative, who then contacts the customer to provide available options. Further, the customer chooses to either replace the product or cancels it altogether, and with the respective decision product is either replaced or refund is provided. All processes end with the feedback from the customer to gauge their satisfaction level.

**Issues with the existing process:**

Existing approach was to handle all type of complaints in a similar way. With the existing process, all the complaints were handled on a first come first serve basis. It used to ignore the premium customers, and even any special request for fast-track query resolving. It came into the observation that many loyal customers were not making any new orders and moving to the other companies, and many new customers were unwilling to return to the website for any future purchasing. This has increased the churn rate exponentially and made the leadership to identify the factors responsible for the same. The feedbacks received from the customers indicated a high dissatisfaction from the ‘Customer Support’ department, necessitating a process change.

**TO-BE:**

In the new process, ‘Dispute Resolution’ Department will analyze the complaints to categorize them on the basis of severity. Severity of complaints would be decided based on the multiple factors like

* Loyalty status - Duration of relationship with the customer
* Order value – Value of product
* Mode of delivery – Regular or Express
* Product Category – Category of product like soft lines
* Offer type – Flash Sale or Regular purchasing
* Campaign Type – Campaign launched by company

Most of the queries are categorized as less severe and are handled as per the standard procedure of resolving the customer issue and then contacting the customer with the various possible solutions. But, in some cases, it is found that the customer needs to be put on priority and handled in a different manner. It may be because of the status of the customer as Prime or because of festive season or any other reason. For such cases, their complaint is graded as of high severity and this information is sent to all the concerned department to make sure that there is no loophole in the collaboration of department.

If the complaint is a low priority, no incentive is offered to the customer. Based on the type of request, i.e. replace, cancel (return and refund), complaint gets directly forwarded to ‘Logistics’ department for standard processing.

In case of high priority, a decision is made by the ‘Dispute Resolution’ department as to whether an incentive/compensation should be offered to the customer. If applicable, a call is then made to the customer to discuss various possible solutions and which offer would he/she like to avail. Further, the customer chooses to either replace the product or cancels it altogether, and with the respective decision either the new product is delivered, or the refund is initiated.

In the new process, the ‘Logistics’ department, while handling the request takes into consideration the severity of the complaint. Mode of delivery is decided based on that and express delivery is offered by the company without any extra charges. All processes end with the feedback from the customer to gauge their satisfaction level.

Categorizing the complaints into high and low severity will help Trendz to ensure that it retains its important customers and make sure to prioritize as per the situation. Providing incentives will send the signal that company care about the complaints and will also help in calming down the customers. With Express Delivery, complaints will get resolved quickly and thus, reducing turn-around time for complaint resolution.

The new process is focused towards conveying the message that we, as a company, cares about our customer, and are here not only to sell a product but also to build a long-term relationship.