

BUSINESS CASE

Customer Support System Transformation

Company: Walmart

Framework: Traditional / Waterfall

Sponsor: VP, Customer Experience

Disclaimer: This is an independent academic and portfolio case study based on publicly available information and industry assumptions. The author is not affiliated with or employed by Walmart.

1. Executive Summary

Customer experience is a critical competitive differentiator in large-scale retail operations. The organization currently manages a high volume of customer interactions related to returns, refunds, and complaints across multiple channels. However, the existing customer support ecosystem relies on fragmented legacy tools and manual workflows, resulting in slow resolution times and inconsistent service quality.

This business case proposes a **single new platform migration** to replace existing customer-facing support tools with a unified, modern customer support system. The initiative aims to improve resolution speed, enhance customer satisfaction, reduce operational costs, and provide leadership with better visibility into support performance.

A Traditional / Waterfall approach is recommended due to the complexity of system integrations, data migration risks, compliance requirements, and the need for strong governance and change control.

2. Current Situation & Problem Statement

Current Situation

- Multiple disconnected customer support tools across channels (chat, email, phone)
- Manual handling of returns and refund workflows
- Limited real-time visibility into case status and performance metrics
- High dependency on escalations for issue resolution

Problem Statement

Customer-facing support teams experience **slow resolution times** due to fragmented systems, limited automation, and poor end-to-end case visibility. This results in:

- Increased customer dissatisfaction
 - Higher escalation volumes
 - Increased cost per support ticket
 - Reduced agent productivity and morale
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3. Business Drivers

- Rising customer expectations for fast and seamless support
 - Increased support volumes driven by e-commerce growth
 - Pressure to reduce operational costs
 - Need for standardized SLAs and performance reporting
 - Strategic focus on digital transformation and customer-centricity
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4. Proposed Solution

Solution Overview

Migrate to a **single, centralized customer support platform** that will:

- Consolidate all customer support channels into one system
- Automate common return, refund, and complaint workflows
- Enable standardized SLAs and escalation paths
- Provide real-time dashboards and analytics
- Integrate with existing order management and payment systems

Why a Single New Platform

- Reduces long-term maintenance of legacy systems
- Simplifies training and onboarding
- Enables consistent customer experience across channels
- Provides scalability for future growth

5. Strategic Alignment

This initiative aligns with organizational priorities by:

- Enhancing customer satisfaction and loyalty
 - Improving operational efficiency
 - Supporting digital transformation goals
 - Enabling data-driven decision-making
 - Strengthening brand trust and reliability
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6. Expected Benefits

Tangible Benefits

- Reduction in average issue resolution time
- Lower cost per customer support ticket
- Decrease in escalation volumes
- Improved agent productivity

Intangible Benefits

- Improved customer trust and satisfaction
 - Better employee experience for support agents
 - Improved leadership visibility and reporting
 - Stronger competitive positioning
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7. High-Level Cost & Timeline (Estimates)

Estimated Timeline

- Initiation & Planning: 2 months
 - Design & Build: 4 months
 - Testing & Migration: 3 months
 - Training & Rollout: 1 month
- Total:** ~10 months

Estimated Cost (High-Level)

- Platform licensing & implementation
- Data migration and integrations
- Training and change management
- Contingency for risks

(Detailed cost breakdown will be defined during the Planning phase.)

8. Key Risks & Mitigation

Risk	Impact	Mitigation
Data migration errors	High	Phased migration & validation
Integration complexity	High	Early technical assessment
Change resistance from agents	Medium	Structured training & change mgmt
Downtime during rollout	Medium	Parallel run & rollback plan

9. Assumptions & Constraints (Summary)

Key Assumptions

- Budget approval is secured for a platform replacement
- Existing systems can support data extraction
- Support teams will participate in training

Key Constraints

- Fixed regulatory and compliance requirements
- Limited acceptable downtime during migration
- Project must not disrupt peak retail seasons

(Detailed logs maintained separately.)

10. Recommendation

It is recommended to proceed with the **Customer Support System Transformation** using a **single new platform migration** approach. The project should be approved to move into formal initiation and planning, with the VP of Customer Experience acting as executive sponsor to ensure alignment, governance, and organizational support.

11. Approval (Portfolio Simulation)

Role	Name	Signature	Date
Executive Sponsor	VP, Customer Experience		
Project Manager	Asvin Pradeep		