PROJECT CHARTER

Customer Support System Transformation

Organization: Walmart
Project Framework: Traditional / Waterfall
Project Sponsor: VP, Customer Experience
Project Manager: Asvin Pradeep

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.

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1. Project Purpose

The purpose of this project is to transform customer-facing support operations by migrating to a **single, centralized customer support platform** to address slow resolution times, inconsistent service quality, and limited operational visibility across returns, refunds, and complaints.

This initiative aims to improve customer satisfaction, operational efficiency, and governance across customer support processes.

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2. Business Justification

Customer support plays a critical role in customer retention and brand trust. Current fragmented systems increase resolution time, escalate operational costs, and negatively impact customer experience.

By implementing a modern, unified platform, the organization can:

- Improve resolution speed and consistency

- Reduce operational inefficiencies

- Enable better reporting and decision-making

- Support long-term scalability

This project is justified based on its alignment with customer-first strategy, operational excellence goals, and digital transformation initiatives.

3. Project Objectives

Primary Objectives

- Reduce average customer issue resolution time

- Improve first-contact resolution rates

- Standardize customer support workflows and SLAs

- Enable real-time visibility into support performance

Secondary Objectives

- Improve agent productivity and satisfaction

- Reduce escalation volumes

- Enhance leadership reporting and analytics

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4. Project Scope

In Scope

- Migration to a single customer support platform

- Integration of customer-facing channels (chat, email, phone)

- Automation of returns, refunds, and complaint workflows

- Data migration from legacy support systems

- Training for customer support agents and supervisors

- Implementation of reporting dashboards and SLAs

Out of Scope

- Redesign of upstream order management systems

- Changes to refund or return policies

- AI-driven predictive support automation (future phase)

5. Key Deliverables

- Approved Business Case

- Requirements Documentation & RTM

- Configured customer support platform

- Integrated support channels

- Migrated customer support data

- Trained support teams

- Go-live and post-implementation support

- Project Closure Report

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6. High-Level Timeline

Phase	Duration
Initiation	1 month
Planning	2 months
Design & Build	4 months
Testing & Migration	3 months
Training & Rollout	1 month

Total Estimated Duration: ~10 months

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7. High-Level Budget (Estimate)

- Platform licensing & implementation

- System integration and data migration

- Training and change management

- Contingency for risks

(Detailed cost breakdown to be finalized during Planning.)

8. Key Stakeholders

Role	Responsibility
VP, Customer Experience	Executive Sponsor
Project Manager	Overall delivery & governance
Customer Support Operations	Business input & adoption
IT / Engineering	Technical integration
Compliance & Security	Regulatory oversight
Vendor / Platform Provider	System implementation

9. Assumptions & Constraints (Summary)

Assumptions

- Budget approval is available for platform migration
- Legacy systems support data extraction
- Support teams are available for training

Constraints

- Limited allowable downtime during migration
- Compliance and data security requirements
- Avoidance of peak retail periods for go-live

(Detailed logs maintained separately.)

10. Risks (High-Level)

- Data migration errors
- Integration complexity
- Resistance to change from support teams
- Potential disruption during rollout

Risk mitigation strategies will be defined in the Planning phase.

11. Governance & Authority

- The Project Manager has authority to manage scope, schedule, and cost within approved baselines.

- Any scope, budget, or timeline changes require formal change control approval.

- Executive Sponsor provides strategic guidance and issue escalation support.

12. Success Criteria

The project will be considered successful if:

- Target resolution time improvements are achieved

- Support SLAs are consistently met

- Customer satisfaction metrics show measurable improvement

- The platform is adopted successfully by support teams

- Project is delivered within approved scope, timeline, and budget

13. Approval & Authorization (Portfolio Simulation)

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

CHARTER STATUS

Project Charter: Approved (Simulated)