

Problem_Statement

Customer Support System Transformation

Organization: Walmart

Framework: Traditional / Waterfall

Sponsor: VP, Customer Experience

1. Background

Customer support operations handle a large volume of interactions related to returns, refunds, and complaints across multiple customer touchpoints. As customer expectations for faster and more seamless service continue to increase, the effectiveness of customer support systems plays a critical role in overall customer satisfaction and brand trust.

Over time, customer-facing support operations have evolved using multiple tools and manual processes to meet growing demand. However, this has resulted in increased complexity and reduced operational efficiency.

2. Core Problem

Customer-facing support teams experience **slow resolution times** when handling returns, refunds, and complaints due to fragmented support systems, manual workflows, and limited end-to-end case visibility.

This core problem impacts both customer experience and internal operations.

3. Key Problem Drivers

The slow resolution times are driven by the following factors:

- Multiple disconnected customer support tools across channels
- Manual handling of standard support workflows
- Limited real-time visibility into case status and history
- Inconsistent escalation paths and SLAs
- High dependency on senior agents for issue resolution

4. Business Impact

If the current problem remains unaddressed, the organization risks:

- Decreased customer satisfaction and loyalty
 - Increased volume of escalations and repeat contacts
 - Higher operational costs per support ticket
 - Reduced agent productivity and morale
 - Negative impact on brand perception
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5. Problem Scope

In Scope

- Customer-facing support processes related to returns, refunds, and complaints
- Support interactions across chat, email, and phone channels
- Systems and workflows directly impacting issue resolution time

Out of Scope

- Changes to customer return or refund policies
 - Upstream order management or fulfillment processes
 - Advanced AI-driven predictive support capabilities
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6. Desired Future State

The desired future state is a customer support operation where:

- Customer issues are resolved quickly and consistently
- Support agents work within a single, unified platform
- Standard workflows and SLAs are enforced
- Leadership has real-time visibility into performance metrics
- Customers experience seamless and transparent support interactions

7. Success Indicator (High-Level)

The problem will be considered addressed when:

- Average resolution time is significantly reduced
 - Escalation volumes decrease
 - Customer satisfaction metrics show measurable improvement
 - Support teams successfully adopt the new platform
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8. Approval (Portfolio Simulation)

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

Status

Problem Statement: Approved (Simulated)