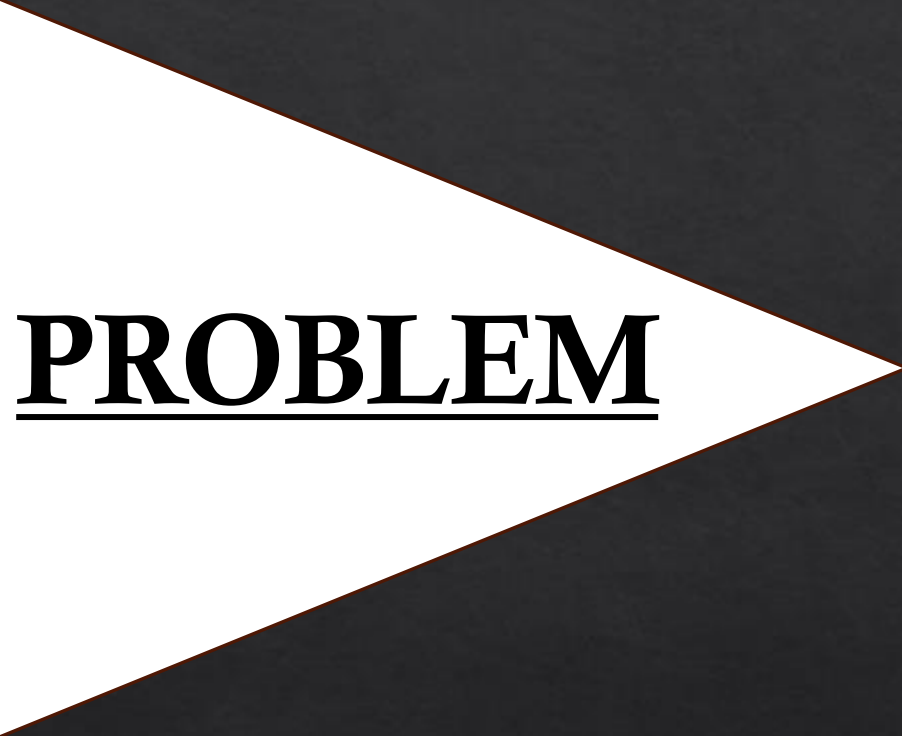




Support Squad

Fatema Mim, Meghana Kondajji Venkatesh, Pooja Singh, Visweswaran Anbazhagan



PROBLEM

The IT Support team is unable to meet the 48-hour ticket resolution standard, leading to slow ticket handling, poor communication, declining customer satisfaction, and a backlog of 80 unresolved tickets, causing a 5% customer loss last quarter.

Schedule:

Launch: 9/17/2025

Close: 11/19/2025



Attempt to shorten the ticket resolution time.



Improve user satisfaction by standardizing process and communication.



Establish monitoring and reporting mechanisms to track performance to identify improvement area.

PURPOSE

IMPORTANCE

- ◆ The prolonged support ticket resolution had led to dissatisfied customers and the company lost about 5% of the customers last quarter to ABC Corp.
- ◆ With only 10 consultants managing over 20 tickets per day, the backlog has grown to 80 unresolved tickets, placing ongoing strain on the support team.
- ◆ Not being able to address these delays and issues will continue to reduce customer trust, increase service complaints, and negatively affect the organization's reputation and retention.

RESOURCES

► Core Members:

- Pooja, Fatema, Vishwa, Meghana

► Non-Core Members:

- Chris S., Zach D, Rob P, Paul C, Stephanie C, Jake R, Scott H, Kelly B, Erica N, and Amanda M

- **Sponsor:** Prof. Kirsten

- **Team Lead:** Fatema

- **Coach:** Meghana

- **Process Owner:** Pooja & Vishwa

SCOPE

- Employing measures to shorten the time of solving an IT support ticket.
- Reducing amounts of tickets in the backlog.
- Analyzing current ticket workflow to identify bottlenecks.
- Improving prioritization rules.
- Training on improved processes and documentation.
- Measuring customer satisfaction ratings.

OUT OF SCOPE

- Issues unrelated to ticket handling.
- Changing enterprise-level security or compliance policies.
- Long-term organizational changes that extend past 12/12/2025.
- Large-scale budget allocation changes.

METRICS

- Ticket Resolution Time
- Customer Rating
- Ticket Backlog count
- Ticket completion rate per person, per day

DELIVERABLES

- Voice of Customer Analysis (VOC)
- Current State Process Map
- Critical to Quality (CTQ)
- Root Cause Analysis

KEY STAKEHOLDER

➤ Internal:

- Employees, Managers, IT/Support Departments
 - More structure, improved reporting, better workflow visibility, reduced ticket handling time, and more customer satisfaction.

➤ External:

- Customers
 - Faster resolutions, clearer communication, improved satisfaction.

- Pull historical ticket data (last 3–6 months) from the support system.
- Review past post-resolution survey results and analyze the trends.
- Observe how consultants handle tickets in real time and document the steps taken, handoffs, delays, and missing information during the intake.
- Feedback from employees & customers on what is working and not working.
- Collect insights on workload, bottlenecks, training gaps, and documentation issues.

How is data collected?

KPI

KPI	Data Type	How will this be measured?	Related Conditions	Recorded in	Who will collect the data?	When will the data be collected?
Ticket Resolution Time	Continuous	Calculated by subtracting the ticket submission time from the resolution time	Exclude tickets placed on external hold	Salesforce System Report	Process Owner	Every Week

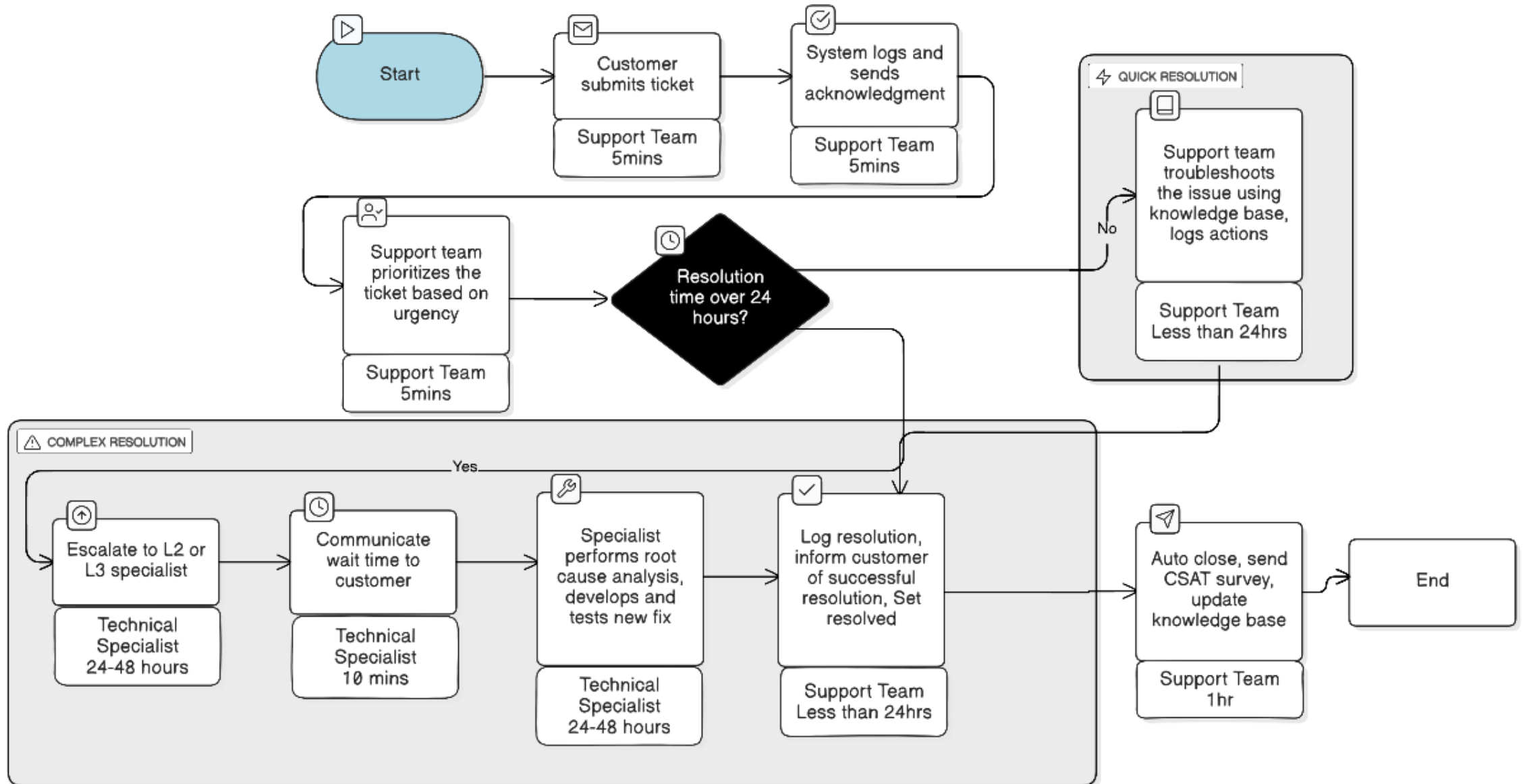
KPI

KPI	Data Type	How will this be measured?	Related Conditions	Recorded in	Who will collect the data?	When will the data be collected?
Customer Satisfaction (CSAT) Score	Discrete	Automated survey sent upon ticket closure. Calculate the percentage of positive responses.	Must be tied to the consultant who closed the ticket.	Salesforce	Team Lead	Every Week

KPI

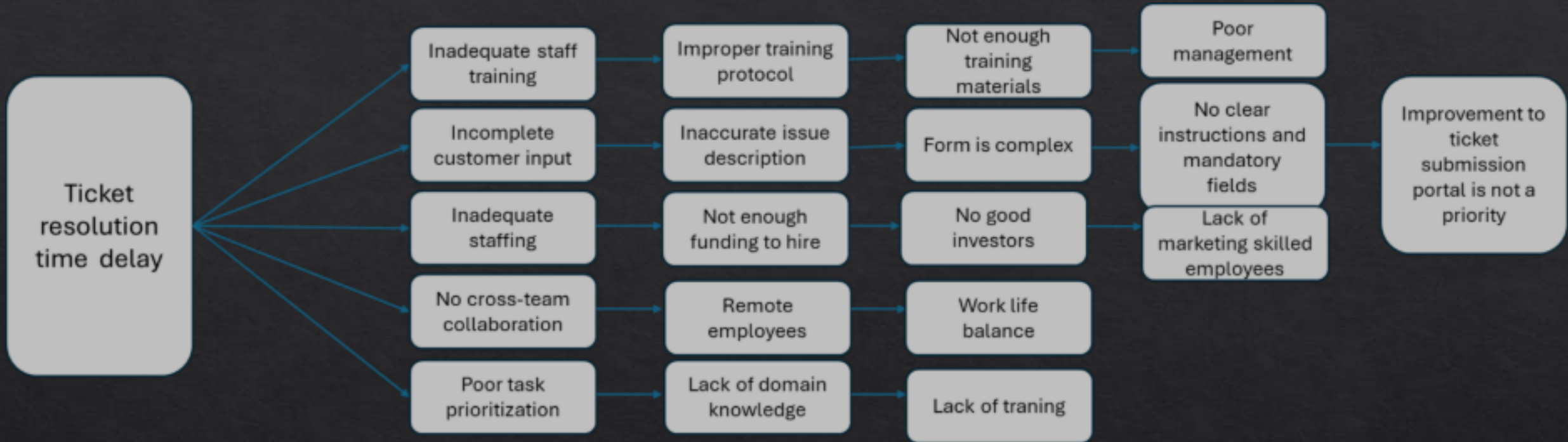
KPI	Data Type	How will this be measured?	Related Conditions	Recorded in	Who will collect the data?	When will the data be collected?
Ticket Backlog Count	Discrete	Count of all tickets that are open and have exceeded their resolution time	Track tickets that are not actively on hold for a customer or vendor.	Salesforce	Team Lead	Every Week

Process Map



VOC & CTQ

- What do you expect from us in terms of communication while your ticket is being resolved?
- How satisfied are you with the current time it takes to resolve your support tickets?
- What communication method would you (customer) prefer?
- We need customers to provide complete and accurate details when logging tickets.
- We need customers to participate in satisfaction surveys so we can measure and improve.



ROOT CAUSE ANALYSIS

PILOT PLAN

- Participants: 3 consultants out of 10 consultants
- Duration: 2 weeks
- Objective: validate new process, documentation, and ticket-handling rules with minimal operational risk
- Feedback Collection
 - Week 1: Mid-Pilot survey
 - Week 2: Post-pilot survey
 - 30-minute debriefing
 - Focus Areas: What worked, what didn't work, clarify gaps, and improvement opportunities

PILOT PLAN

KPIs Monitored & Expectations

- Ticket Resolution Time $\geq$ 15% improvement
- Customer Satisfaction Score $\geq$ 4.0 / 5.0
(clarity, efficiency, ease of use)
- Ticket Backlog Count $\geq$ 20% reduction

Evaluation Method

- Weekly KPI tracking in Salesforce
- Consultant and supervisor feedback survey
- Comparison of before vs. after metrics

Success Criteria

- **Resolution Time:** $\leq$ 2 business days
- **CSAT Score:** $\geq$ 80% positive responses overall
- **Backlog Reduction:** $\geq$ 15% decrease in unresolved tickets

NECESSITY FEASIBILITY GRID (NFG)



SOLUTION SET

Better Documentation

- Standardize ticket procedures
- Capture improvements and gaps
- Ensure clarity for faster resolution

Hire More Consultants

- Current staff: 10 consultants
- Ticket volume: 20+ per day
- Additional staff needed to reduce backlog and improve speed

SOLUTION SET

Specialized Training for Employees

- Structured onboarding for new consultants
- Dedicated time for process understanding
- Continuous feedback and refresher sessions

Process Improvements

- Simplify ticket handling steps
- Strengthen documentation and communication rules
- Align training with updated workflows

CONTROLS



All ticket steps have updated documentation and standardized SOPs.



Customer rating, backlog count, and resolution time are tracked every week.



Audits of random tickets to ensure quality and uniformity



Consultant onboarding and refresher training that is organized



designated process owners for revisions to documentation and workflow evaluations



Team meetings every week to review progress and resolve persistent problems

RELECTIONS & FUTURE ENHANCEMENTS

- We observed that a large backlog of tickets and lengthy wait times made customers angry.
- The primary issues were insufficient personnel, inadequate training, and missed steps.
- We were able to identify the true issue by keeping track of tickets, time spent, and customer ratings.
- In order to manage tickets in a uniform and transparent manner, we will enhance and utilize better documentation.
- If the number of tickets remains high, we might employ more or specialized workers.
- Using a little dashboard, we will continuously review the data and make adjustments when we identify new when we identify new problems.

The background of the image is a dark, textured surface. It is covered with numerous question marks of varying sizes and colors, including shades of gold, silver, and dark grey. The question marks are scattered across the entire frame, creating a sense of depth and repetition. In the center of the image, the word "QUESTIONS?" is written in a white, serif, all-caps font. The text is sharp and stands out against the busy, dark background.

QUESTIONS?