

# Sample DMAIC Project — Reduce Customer Support Response Time

## Project Final Report

SAMPLE REPORT — This is an example of what a completed Final Report looks like.

**Status:** Active

**Group:** —

**Project Type:** Lean Six Sigma

**Project Level:** Green Belt

**Start Date:** February 28, 2026

**Target Completion:** May 11, 2026

**Report Generated:** April 9, 2026

## Executive Summary

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This project targeted the dramatic increase in Tier 1 customer support response times — from a 4-hour average to 11 hours over six months. Using a structured DMAIC approach, the team identified three root causes: no ticket prioritization system, manual queue routing, and zero canned responses for the most common ticket categories. Pareto analysis showed 68% of all tickets fell into just five categories. After implementing auto-routing, priority tiers, and templated responses for top categories, average response time dropped from 11 hours to 6.2 hours within the pilot period. CSAT scores have begun recovering. Grossman noted the financial trajectory looks "acceptable," which from him is practically a standing ovation. The project is currently in the Analyze phase with Improve and Control still ahead — full target of 4 hours expected upon completion.

## Project Charter

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### Problem Statement

Average customer support response time has increased from 4 hours to 11 hours over the past 6 months, resulting in a 22% increase in customer complaints and a 15% drop in CSAT scores.

### Goal Statement

Reduce average customer support response time from 11 hours to 4 hours or less within 90 days, restoring CSAT scores to 85% or higher.

## Project Team

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Peter Gibbons — Project Leader

Tugg Speedman — Associate Leader

Bill Lumbergh — Champion

Les Grossman — Financial Rep

Samir Nagheenanajar — Team Member

Michael Bolton — Team Member

Kirk Lazarus — Team Member

## Metrics

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### Primary Metric: Average Response Time

Unit: hours | Baseline: 11 | Current: 6.2 | Target: 4

**Achievement: 69% of target**

### Secondary Metrics

Customer Satisfaction Score (CSAT) — Unit: % | Current: 79 | Target: 85

## Financial Summary

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**Total Benefits: \$142,000**   **Total Costs: \$18,500**   **Net Impact: \$123,500**

### Benefits

\$142,000/yr — Reduced escalations and repeat contacts from faster initial response [Cost Savings (Estimated)]

### Costs

\$18,500/yr — New ticketing system implementation and team training [Operating Expense (Estimated)]

## Solution & Improvements

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Three solutions were developed and piloted:

1. Auto-routing rules: Tickets are now categorized on submission and routed directly to agents with relevant expertise, eliminating the shared queue free-for-all. Bolton mapped the routing logic. Samir built the Zendesk configuration.
2. Priority tiers: Tickets are assigned High / Medium / Low priority based on category, customer tier, and age. SLA clocks start on submission. Agents see a sorted queue instead of a chronological pile. Speedman ran the pilot and reported a 35% reduction in time-to-first-response within the first week.
3. Canned response templates: The top 5 ticket categories (password resets, billing questions, shipping status, return requests, account changes) now have approved response templates. Agents personalize as needed but start from a solid base instead of a blank screen. Kirk wrote the initial templates with input from the support leads — "I don't read the script. The script reads me."

## Controls & Sustainability

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Three control mechanisms are in place to sustain the improvements:

1. Weekly SLA dashboard: Auto-generated Zendesk report showing response time by category, priority tier, and shift. Distributed every Monday to support leads and Lumbergh. If average response time exceeds 5 hours for any category in a given week, the support lead investigates.
2. Monthly routing audit: Samir reviews the auto-routing accuracy monthly. Miscategorized tickets are logged and routing rules are adjusted. Target: less than 5% miscategorization rate.
3. Template refresh cycle: Canned responses are reviewed quarterly by the support team. New categories that exceed 50 tickets/month get a template created. Outdated templates are retired.

Process ownership transferred to the Tier 1 Support Lead, who reports monthly metrics to Lumbergh. Lumbergh has confirmed he will review these metrics, along with the TPS reports, every Friday.

## Milestones

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- ' Idea — March 3, 2026 [Done]
- ' Project Intake — March 7, 2026 [Done]
- ' Tollgate — Project Approval — March 8, 2026 [Done]
- ' Define Phase — March 17, 2026 [Done]
- ' Tollgate — Define Phase Review — March 18, 2026 [Done]
- ' Measure Phase — March 31, 2026 [Done]
- ' Tollgate — Measure Phase Review — April 1, 2026 [Done]
- %I Analyze Phase — April 14, 2026 [In Progress]
- %E Tollgate — Analyze Phase Review — April 15, 2026 [Not Started]
- %E Improve Phase — April 28, 2026 [Not Started]
- %E Tollgate — Improve Phase Review — April 29, 2026 [Not Started]
- %E Control Phase — May 8, 2026 [Not Started]
- %E Tollgate — Control Phase Review — May 9, 2026 [Not Started]
- %E Close — May 11, 2026 [Not Started]

## Lessons Learned

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What worked well:

- Starting with Pareto analysis saved weeks of guesswork. The 68/5 split (68% of tickets in 5 categories) made the solution obvious before we even got to Improve.
- Having Grossman involved early meant financial validation didn't become a tollgate bottleneck. His feedback was... direct, but it kept the business case tight.
- The sample project team in SixGrid made it easy to keep roles clear and track who owned what.

What we'd do differently:

- We underestimated the night shift coverage gap. Kirk flagged it in Define but we didn't prioritize it until Analyze. Should have pulled shift data in Measure.
- Canned responses took longer to approve than expected — too many stakeholders reviewing the language. Next time, give one person final approval authority.

Recommendations for similar projects:

- If your Pareto shows a small number of categories driving most of the volume, template-based solutions will get you 60-70% of the improvement with 20% of the effort.
- Don't skip the measurement system analysis. We almost built solutions on bad timestamp data before Samir caught the discrepancy.
- Peter recommends not scheduling tollgate reviews on Fridays. Or Mondays. Ideally mid-week when people are least likely to be thinking about the weekend or recovering from it.