Problem Identification and Stakeholder Management – Exercise Answers Template

Step 1: Problem identification

DELIVERABLE 1: Qualitative and Quantitative Analysis and Recommendations

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| --- | --- | --- | --- | --- |
|  | **Feb-24** | **Mar-24** | **Difference** | |
| **Sales Statistics** | **TOTAL** | **TOTAL** | **Value** | **%** |
| Total Sales Value: | $71,626.00 | $43,900.00 | $27,726 | 38.71% |
| Total Number of Transactions: | 477 | 323 | 154 | 32.29% |
| Average Daily Sales Value: | $2,558.07 | $1,416.13 | $1,141.94 | 44.64% |
| Average Number of Transactions per Day: | 17 | 10 | 7 | 41.18% |
| Average Transaction Value | $150.16 | $135.91 | $14.25 | 9.49% |

**Most common complaints:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Ref** | **Complaint type** | **Quantity** | **%** |
| **1** | Checkout process | **8** | **57** |
| **2** | **Poor design** | **5** | **35** |
| **3** | **Payment** | **1** | **7** |
| **4** | **Speed of website** | **1** | **7** |

**Conclusion:**

The quantitative analysis reveals a significant month-over-month decline across all key metrics:

* **Total sales value** dropped by **38.71%**
* **Total number of transactions** decreased by **32.29%**
* **Average daily sales** fell by **44.64%**, indicating a systemic and sustained issue throughout the month
* **Average transaction value** declined by only **9.49%**, suggesting customers who did convert maintained typical spending behavior

These patterns highlight a drop in both customer activity and conversion volume, particularly on a daily basis, rather than one-time anomalies.

The provided **Store Manager's Month-End Report** suggests that sales remained "relatively stable" with daily fluctuations, attributing them to possible seasonal or promotional effects. However, this interpretation underestimates the severity of the overall decline — especially in the context of a new checkout policy introduced after the website redesign. As well, if we look at the chart we see gradual decline from the beginning of the month by end of the month:

Total daily sales as per this chart fluctuates within 2000 and 1500 within 1st half of the month and the 2nd half of the month within range of 1500-1000. This shows the stable decline trend over time.

Supporting this, **57% of customer complaints were related to the checkout process**, with another 35% pointing to usability and design issues. This qualitative feedback, combined with the data trend, strongly suggests that the **new registration requirement introduced during checkout** is acting as a point of friction and likely contributing to **abandonment during the purchase process**.

In conclusion, the combined data and customer feedback indicate that the performance decline is **systemic**, not incidental, and correlates with UX changes made during the site redesign. Addressing these friction points — particularly the registration barrier — should be the first priority.

DELIVERABLE 2: Root Cause Analysis Questions

|  |  |
| --- | --- |
|  | **Questions** |
| 1. | Q: Why did we changed checkout process by adding requirement for registration?  A: To be able to collect contact data for marketing team. |
| 2. | Q: Why marketing team needs those contact details?  A: To distribute newsletter to customers to retain them and bring back to website. |
| 3. | A: Why idea of distributing newsletter and retaining customers appeared?  A: Because we noticed that customer return rates were declining and repeat purchases had dropped over the past few months |
| 4. | Q: Why did the customer return rate and repeat purchases drop?  A: Because we didn't have a good mechanism in place to keep customers engaged after their initial purchase — we had no regular outreach or loyalty program. |
| 5. | Q: Why didn't we have such a mechanism (email marketing, loyalty program) in place earlier?  A: Because previously, we prioritized one-time conversions over long-term customer relationship building, and the marketing team didn't have access to customer data due to the guest checkout process. |

**Root Cause Diagnosis:**

The root cause analysis suggests that the decline in sales originated from a lack of a structured customer retention and engagement strategy at the first place.

Without a program to re-engage customers after their initial purchase, the company had no effective way to promote personalized offers or build long-term loyalty.

As a reactive measure, the marketing team introduced a mandatory registration step to capture customer data — but this change was implemented without fully evaluating its impact on user experience, ultimately introducing friction that contributed to reduced conversion rates.

DELIVERABLE 3 - User Role Analysis – Northwind Trading online store

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| --- | --- | --- |
| **User role** | **Role description** | **Concerns/Requirements** |
| Guest Shopper | browses products but doesn't complete a purchase | Forced registration, slow site speed.  Needs just to view the products and prices |
| Registered Customer | has an account, can log in, complete purchases, view history | Poor personalization, slow page loading.  Needs site to load faster. |
| Returning Customer | repeats purchases, expects personalized offers | No loyalty program and extra benefits from returning |
| Website Administrator | maintains product listings, manages technical issues | Poor feedback loop, uncategorized complaints |
| Customer Support Agent | resolves customer issues, interacts via chat or email | Limited visibility into transaction history |

DELIVERABLE 4 - Stakeholders Analysis and Mapping.

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| --- | --- | --- | --- |
| **Stakeholder** | **Project Responsibility** | **Interest/Concerns** | **Influence** |
| Customer | Not directly involved in project execution | Seamless shopping experience, fast and intuitive checkout, modern UI | Low |
| Sales Manager | Provide historical sales data and performance trends | Improve sales trajectory and gain visibility into key business metrics | Medium |
| Marketing Team | Propose loyalty and retention initiatives | Increase customer retention and collect actionable user data | High |
| Executive Management | Define project scope, approve budget and timeline | Drive sales growth through website redesign; maintain ROI alignment | High |
| Development Team | Design and implement website changes | Reuse existing architecture to minimize complexity and delivery risk | Medium |
| QA/Testers | Validate performance, usability, and reliability | Ensure smooth user experience; detect issues before deployment | Medium |
| BA | Identify requirements and provide clear description of required changes | Gather statistics and all relevant data | High |

POWER - INTEREST GRID

|  |  |
| --- | --- |
| **Low Interest – High Influence**  Marketing Team Development Team | **High Interest- High Influence**  Executive Management  BA |
| **Low Interest – Low Influence**  QA/Testers | **High Interest – Low Influence**  Customer Sales Manager |

DELIVERABLE 5 - RACI MATRIX

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Project Task** | Customer | Sales Manager | Marketing Team | Executive Management | Development Team | QA/Testers | BA |
| 1 | Identify website issues (survey, focus groups, quantitative and qualitative analysis) | C | C | C | A | I | R | R |
| 2 | Requirements analysis, prioritization and User stories | C | C | C | A | I | I | R |
| 3 | Checkout process re-design (workshops) | I | I | С | A | R | R | I |
| 4 | Usability testing | I | I | I | I | A | R | I |
| 5 | Development of the new checkout and website re-design | I | I | C | A | R | I | R |
| 6 | Website launch | I | I | I | A | R | R | I |
| 7 | Monitor website performance and user feedback | I | I | R | I | A | R | R |
| 8 | Provide customer support and assistance | I | A | R | I | C | I | C |
| 9 | Review and analyze sales data and customer feedback | C | R | C | I | I | I | A |
| 10 | Evaluate the effectiveness of implemented changes | C | C | C | A | R | I | R |

Conclusion:

The RACI matrix clarifies responsibilities across key project tasks and ensures that each stakeholder’s involvement is appropriately aligned with their domain of expertise and influence.

* The **Business Analyst (BA)** plays a central role as the **driver (Responsible)** in analytical and monitoring tasks, and provides support across nearly all stages of the project — from discovery to evaluation.
* **Executive Management** is positioned as the **Accountable** party for all strategic and approval-related activities, ensuring alignment with business goals, timeline, and budget.
* The **Development Team** is **Responsible** for executing the technical aspects of the redesign, while the **QA/Testers** ensure a high standard of usability and performance prior to launch.
* The **Marketing Team** is heavily involved during analysis and post-launch engagement tasks, especially in defining user retention strategies.
* The **Sales Manager** and **Customer Support** teams contribute through data sharing and user-facing support, although they are not responsible for delivery of key milestones.

This distribution of roles promotes **cross-functional collaboration**, reduces the risk of task ownership ambiguity, and helps ensure a **structured delivery workflow** across all phases of the website redesign project.