



# STAGE 1: EMPATHIZE – 5W1H

Who will use this dashboard?	What problem does this dashboard solve?	When and where will stakeholders view the dashboard?	Why do stakeholders need this dashboard?	How have stakeholders tried to achieve this goal?
<ul style="list-style-type: none"><li>• Global Senior Manager</li><li>• Business Unit Head</li><li>• Regional Sale Manager</li></ul>	<ul style="list-style-type: none"><li>• Provides insights into company performance (Revenue, Profit &amp; Growth)</li><li>• Supports strategic decisions (market/product focus)</li><li>• Saves time and improves decision-making efficiency</li><li>• Enables quick response to market changes with real-time data</li></ul>	<p><b>When:</b></p> <ul style="list-style-type: none"><li>• Before yearly/quarterly strategic meetings</li><li>• When making expansion or product decisions</li><li>• When there are unusual sales fluctuations</li><li>• To compare market performance</li></ul> <p><b>Where:</b></p> <ul style="list-style-type: none"><li>• At office</li><li>• While on business trips</li></ul>	<ul style="list-style-type: none"><li>• Quickly grasp business performance without manual data work</li><li>• Make better decisions on market expansion &amp; product focus</li><li>• React faster to market changes</li><li>• Save meeting time and enhance internal communication</li></ul>	<ul style="list-style-type: none"><li>• Monthly/quarterly analysis</li><li>• Review charts to understand key metrics</li><li>• Use meetings to discuss and connect data points</li><li>• Identify potential markets and products for growth</li></ul>
<b>If only one key stakeholder is selected</b>	<b>Summarize the problem in one sentence</b>			
Global Senior Manager	This dashboard helps stakeholders understand past business performance and decide whether to expand into new markets, and if so, which markets and products to focus on.			

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What does the stakeholder think and feel?	What does the stakeholder see?	What does the stakeholder say and do?
<p><b>Think:</b></p> <ul style="list-style-type: none"><li>• Constantly worried about overall business performance and the pressure to grow</li><li>• Fears missing out on market or product opportunities.</li></ul> <p><b>Feel:</b></p> <ul style="list-style-type: none"><li>• Unsure about which products or markets are best for expansion.</li><li>• Lacks trust in data because it's not real-time or synchronized.</li><li>• Gets frustrated waiting for others to explain data; wishes for independent access.</li></ul>	<ul style="list-style-type: none"><li>• Scattered reports in various Excel files from different teams, each with its own unique format.</li><li>• Charts are often unclear or difficult to compare across different markets.</li><li>• Data frequently shows inconsistencies, missing entries, or misalignment.</li></ul>	<ul style="list-style-type: none"><li>• "I need a single, clear overview of global revenue."</li><li>• "Show me the top 10 products to invest in this year and why."</li><li>• Asks staff to prepare quicker, clearer, and more understandable reports.</li><li>• Often questions: "Why did we choose this market? Do we have data to support this?"</li><li>• Proactively looks for BI tools to verify data instead of waiting for reports.</li></ul>
What are the biggest problems and challenges?	What are the opportunities and benefits?	
<ul style="list-style-type: none"><li>• No unified, clear picture of the global business status.</li><li>• Too much time spent gathering, consolidating, and understanding data from various sources.</li><li>• Reliance on others for data access and interpretation, hindering independent analysis.</li></ul>	<ul style="list-style-type: none"><li>• Gain a quick and clear understanding of global business through a single, cohesive view.</li><li>• Make faster and more accurate strategic decisions powered by visual, real-time data.</li><li>• Easily identify promising markets and high-potential products for future growth.</li></ul>	



## STAGE 1: STAKEHOLDERS JOURNEY

### STEP 1

Starting from the company's actual business situation, the **Board of Directors (BOD)** and relevant managers aim to **understand performance and trends** over the years. If results are positive, they plan to **expand into new markets** and select suitable products to maximize revenue.

### STEP 2

To obtain the necessary insights, stakeholders reach out to **Data Analysts** to **build dashboards** that clearly visualize business performance. This process enables them to **identify growth opportunities** and **potential products** to focus on.

### STEP 3

After receiving the dashboard, stakeholders conduct meetings to **brainstorm ideas** and **finalize the business strategies** for moving forward and execution.

### STEP 4

**New products are launched** in the new markets. Sell-in and sell-out data is **regularly updated** into the system to continuously monitor performance and allow for strategic adjustments.

# STAGE 2: DEFINE POV & NSM



	NORTHSTAR 1	NORTHSTAR 2 (Optional)
WHAT VALUE you want to measure?	Company profit	Company revenue
WHEN THE value DELIVERY SUCCESS?	If the profit meets or exceeds the annual/quarterly plan + successful delivery. If it's lower, there must be insight to explain and adjust.	Meets or exceeds the set revenue target.
Northstar Metric Name	Profit	Revenue
WHY do you choose this metric?	<ul style="list-style-type: none"><li>- It's a realistic metric: high revenue doesn't mean much if costs are also high. Profit shows whether the company is running efficiently</li><li>- Helps senior managers identify which markets or product lines bring in more profit, guiding investment priorities.</li></ul>	<ul style="list-style-type: none"><li>- Directly aligns with the goal of market expansion.</li><li>- Revenue represents cash inflow—good revenue means the market is accepting the company's products/services.</li></ul>

# STAGE 2: DEFINE POV & NSM



Dimension Data Group	Group 1	Group 2	Group 3	Group 4
Primary Dimension Name	Location	Product	Time	Customer Type
Detailed Attributes	Market/Region/Country /State	Segment, Category, SubCat, Product name	Year, quarter, month, day	Demographic

View	Overall Performance (View 1)	Market (View 2)	Product (View 3)	Customer (View 4)
Description	Assesses the <b>Revenue and Profit</b> across the entire operation.	Evaluation of sales and profit distribution across geographies.	Analysis focused solely on product performance metrics.	Analysis of customer segments and demographics.
Purpose (Key Focus)	To understand the global success level and identify financial trends.	To <b>Evaluate Markets</b> and select high-potential ones for expansion.	To <b>Determine Strategic Products</b> and evaluate strong vs. weak performers for optimization.	(Implied purpose from the navigation tabs) To understand buyer behavior and optimize sales efforts toward key customer segments.

# STAGE 2: DEFINE POV & NSM



View	Description	Why	NORTHSTAR Formula	Profit	Revenue
View 1	Overall Performance	Assess overall business performance to understand the global success level of the company.	View 1 breakdown	Total profit performance by location = SUM(Profit) across all countries/regions	Total revenue performance by location = SUM(Revenue) across all countries/regions
View 2	Revenue & Profit	Identify potential markets.	View 2 breakdown	Total profit performance by category = SUM of all category	Total revenue pfm by category = SUM(Revenue) across all product categories
View 3	Product	Determine strategic products and evaluate strong vs. weak performers.	View 3 breakdown	Total profit performance by category = SUM(Profit) across all product categories	Revenue by market = SUM(Revenue) grouped by region/country

# STAGE 3: IDEATE - BRAINSTORMING



OVERVIEW LAYER	Metric 1	Metric 2	Metric 3	Metric 4
	Profit	Revenue	Profit Margin	Total Quantity
	Metric 5	Metric 6	Metric 7	Metric 8
	% Growth	YoY	Return Rate	Total order