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 | $ -27,726,00 | -39% |
| Total Number of Transactions: | 477 | 323 | -154 | 4% |
| Average Daily Sales Value: | $2,558,07 | $1443,04 | $ -1115,03 | -44% |
| Average Number of Transactions per Day: | 17 | 11 | -6 | -37% |
| Average Transaction Value | $150,16 | $554,12 | $ 403,96 | 269% |

**Most common complaints:**

|  |  |  |
| --- | --- | --- |
| **Ref** | **Complaint type** | **Quantity** |
| **1.** | **SimplifyCheckout** | **3** |
| **2.** | **SlowWebsite** | **1** |
| **3.** | **PoorDesign** | **6** |
| **4.** | **FrustratingExperience** | **5** |

DELIVERABLE 2: Root Cause Analysis Questions

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| --- | --- |
|  | **Questions** |
| 1. | **Why are sales declining and customers posting negative feedback?**   * The new sales figures show a downward trend, and customers are complaining on social media. The problem started after the website was redesigned a month ago |
| **2.** | **Why did the website redesign cause a problem?**   * We implemented a new checkout process that requires customers to register before they can complete a sale. |
| **3.** | **Why does the new checkout process require customers to register?**   * The marketing team wanted to collect customer data for promotional purposes and to track purchase history |
| **4.** | **Why is requiring registration causing the sales to drop?**   * Customers find the new checkout process frustrating, which is causing them to abandon their purchases. |
| **5.** | **Why are customers frustrated with the registration process?**   * The previous checkout process was simple and did not require registration. The new requirement adds a step and is perceived as a hassle, leading to a poor user experience |

**Root Cause Diagnosis:**

The root cause of the sales decline and negative social media feedback is the mandatory registration process implemented during the recent website redesign. This new requirement is frustrating customers and causing them to abandon their purchases. This is supported by the quantitative analysis showing a significant decline in total sales value and transactions and the qualitative analysis of customer complaints, which likely include a common theme of checkout issues.

DELIVERABLE 3 - User Role Analysis – Northwind Trading online store

|  |  |  |
| --- | --- | --- |
| **User role** | **Role description** | **Concerns/Requirements** |
| Customers | A person who shops for and purchases products on the Northwind Trading website. | Needs a fast-loading website with a simple and quick checkout process. They are concerned about a frustrating user experience. |

DELIVERABLE 4 - Stakeholders Analysis and Mapping.

|  |  |  |  |
| --- | --- | --- | --- |
| **Stakeholder** | **Project Responsibility** | **Interest/Concerns** | **Influence** |
| Project Manager | Lead the website redesign project. | Interested in the project's success and effective completion | High |
| Northwind Trading Management | Own and oversee the company. They decided to launch the investigation | Concerned about the sales decline and negative feedback. Interested in a solution that improves sales. | High |
| Marketing Team | Responsible for customer data collection and promotional activities | Interested in collecting customer data for promotional purposes and tracking purchase history. They initiated the mandatory registration process. | High |
| Ali (Website Administrator) | Manages and maintains the eCommerce website. | Concerned with website performance and technical issues. | High |
| Sua (Sales Manager) | Manages sales and provides reports. | Concerned with sales performance and trends. | Mid |
| Business Analyst (Me) | Manages the problem identification project | Interested in investigating the issue and providing recommendations. | High |
| Developers | They develop and update the new e-commerce system | Interested in deveping the customer and/or stakeholders preferred features | High |
| Customers | Shop on the websites | Concerned with slow websites, and frustrating checkout experience | Mid |

POWER - INTEREST GRID

|  |  |
| --- | --- |
| **Low Interest – High Influence**   * **Ali(Website Admin)** | **High Interest- High Influence**   * **Northwind Trading Management** * **Project Manager** * **Marketing team** |
| **Low Interest – Low Influence**   * **NONE** | **High Interest – Low Influence**   * **Customers** * **Sales Manager** |

DELIVERABLE 5 - RACI MATRIX

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

Conclusion:

conclusion is that the recent decline in sales and the increase in negative social media feedback are a direct result of the **new checkout process** implemented during the website redesign.

The mandatory customer registration step added to the checkout process is the **root cause** of the problem. This new requirement is causing a frustrating user experience, leading to a decrease in the number of transactions and overall sales value