

Stakeholder Engagement Approach & RACI (IIBA / BABOK-style)

Project: Retail Operations Backoffice (Hệ thống quản lý bán hàng) — Multi-branch (nhiều chi nhánh)

Source docs: UC Descriptions (DOCX, Vietnamese — “VI source”) + module diagrams (UC / Sequence / Activity)

Version: 0.2 (English-first)

Owner: Business Analyst

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1) Purpose

Define how stakeholders will be identified and engaged, how decisions will be governed, and who is responsible/accountable for key activities.

This document is written in a BABOK-aligned style (Stakeholder Engagement + Governance) for a multi-branch retail backoffice system.

2) Scope

2.1 In-scope modules (traceable to VI source UC DOCX)

- Bán hàng (Sales)
- Chuyển hàng (Inter-branch transfer)
- Kiểm kho (Stocktake)
- Nhận hàng (Receiving / Purchase receiving)
- Nhận hàng từ chi nhánh khác (Receive transfer)
- Trả hàng nhập (Return to supplier)
- Xuất hủy (Write-off)
- Quản lý hàng hóa (Product catalog)
- Quản lý khuyến mại (Promotions)
- Quản lý tài khoản người dùng (User accounts)

- Quản lý nhân viên (Staff management)
- Quản lý chi nhánh (Branch management)
- Sổ quỹ (Cashbook)
- Thống kê tổng quan (Reporting)

2.2 Multi-branch assumptions

- Every transaction is tied to a **Branch (chi nhánh)**.
- Certain actions require **approval / override** (e.g., write-off, stock adjustments, promotion setup).
- Some users operate at **Branch level**, others at **HQ/Admin level**.

3) Stakeholder Register (Stakeholder Identification)

Use this table as the “single source of truth” for who matters, what they care about, and how we engage them.

Stakeholder / Role	Level	Key responsibilities	Pain points / interests	Influence	Engagement level (Current → Target)
Cashier (Nhân viên bán hàng)	Branch	Create invoices, apply promotions, handle returns/cancellations per policy	Speed at POS, pricing accuracy, promotion correctness	Medium	Consult → Consult
Inventory staff (Nhân viên kho)	Branch	Receiving support, stocktake, adjustments (with reason codes)	Stock accuracy, clear procedures, auditability	Medium	Consult → Collaborate
Warehouse staff (Thủ kho / kho tống)	Branch/HQ	Prepare transfers, dispatch goods, manage stock movements	Clear transfer status, fewer discrepancies	Medium	Consult → Collaborate
Branch manager (Quản lý cửa hàng / Quản lý chi nhánh)	Branch	Approvals, overrides, local performance/reporting	Controls, audit trail, operational visibility	High	Consult → Empower (for approvals)
Cashbook clerk (Sổ quỹ / Kế	Branch	Record cashbook entries, reconcile daily cash	Accurate cashbook, reconciliation	Medium	Consult → Consult

toán cửa hàng)			support		
System admin (Quản trị hệ thống)	HQ	User/account management, permissions, branch setup	Security, low support burden, least privilege	High	Consult → Collaborate
HQ operations (Quản lý vận hành)	HQ	Policies across branches, governance, reporting	Standardization, compliance, roll-out constraints	High	Consult → Collaborate
Executive sponsor (Chủ cửa hàng / Ban giám đốc)	HQ	Business outcomes, risk acceptance	ROI, compliance, control	Very High	Consult → Sponsor

Notes (for review):

- Confirm whether “Ké toán cửa hàng” is in-scope beyond “Sổ quỹ (Cashbook)”.
- Confirm whether transfers are executed by Warehouse staff (Thủ kho) or Inventory staff (Nhân viên kho) per branch.

4) Communication Plan (Stakeholder Engagement)

Stakeholder group	Cadence	Format	Purpose	Owner
Branch manager representatives (2–3 branches)	Weekly	45–60 min workshop	Validate workflows, approvals, exceptions	BA
Cashiers + Inventory staff (sample users)	Bi-weekly	60 min walkthrough	Validate screen flows + operational details	BA + Designer
System admin + HQ operations	Weekly	30–45 min sync	Permissions, governance rules, rollout constraints	BA
Executive sponsor	Milestone-based	30 min review	Scope decisions + risk sign-off	BA/PM

Artifacts used in sessions:

- UC diagrams (per module)
- Sequence diagrams (key scenarios)
- Activity diagrams (rules/decision points)
- PRD-lite scope + assumptions

5) Governance & Decision Rights (BABOK-aligned)

5.1 Decision areas

- Scope and MVP boundaries
- Business rules (negative stock, promotion conflicts, approvals)
- Role permissions and approval thresholds
- UAT acceptance / release readiness

5.2 Approval rules (draft)

- Any rule impacting cash, inventory valuation, or fraud risk requires concurrence from **Branch manager** and **HQ operations / System admin**.
- Any permission change requires **System admin** approval.

6) RACI Matrix (Multi-branch)

Legend: R = Responsible, A = Accountable, C = Consulted, I = Informed

Roles:

- **CA** = Cashier (Nhân viên bán hàng)
- **INV** = Inventory staff (Nhân viên kho)
- **WH** = Warehouse staff (Thủ kho)
- **BM** = Branch manager (Quản lý chi nhánh)
- **CB** = Cashbook clerk (Số quỹ)
- **ADM** = System admin (Quản trị hệ thống)
- **OPS** = HQ operations (Quản lý vận hành)

6.1 Core operational flows

Activity / Decision	CA	INV	WH	BM	CB	ADM	OPS
Create sale invoice — Bán hàng (Sales)	R	I	I	A	I	C	I
Apply promotion rules — Quản lý khuyến mại (Promotions)	R	I	I	A	I	C	C
Create purchase receiving — Nhập hàng (Receiving)	I	R	C	A	I	C	I
Approve stock adjustment after stocktake — Kiểm kho (Stocktake)	I	R	I	A	I	C	C
Create inter-branch transfer — Chuyển hàng (Transfer)	I	C	R	A	I	C	C
Confirm receiving from other branch — Nhận hàng từ chi nhánh khác (Receive transfer)	I	R	C	A	I	C	I
Execute write-off — Xuất hủy (Write-off)	I	R	C	A	I	C	C
Record cashbook entry — Sổ quỹ (Cashbook)	I	I	I	A	R	C	I

6.2 Administration & control

Activity / Decision	CA	INV	WH	BM	CB	ADM	OPS
Create/update user accounts — Quản lý tài khoản người dùng (User accounts)	I	I	I	C	I	A/R	C
Define roles & permissions	I	I	I	C	I	A/R	C
Add/update branch configuration — Quản lý chi nhánh (Branch management)	I	I	I	C	I	A/R	C
Maintain product catalog — Quản lý hàng hóa (Product catalog)	I	C	C	A	I	C	C
Run management reporting — Thống kê tổng quan (Reporting)	I	I	I	R	C	C	A

Notes (for review):

- Confirm whether product catalog changes are centrally controlled (OPS/ADM) or branch-controlled (BM).
- Confirm approval thresholds (e.g., adjustment/write-off value limits).

7) Open Questions (for your approval)

1. Do we model **HQ vs Branch** explicitly in this project, or keep a simpler single-level view?
2. For transfers: does the **source branch** or **warehouse** own dispatch? Who is accountable for discrepancies?
3. For promotions: who is accountable—Branch manager (BM) or HQ operations (OPS)?

8) Glossary / Terminology mapping

This glossary is included so recruiters can read the document in English while you keep traceability to Vietnamese course artifacts.

Vietnamese (VI source)	English (used in this doc)
Chi nhánh	Branch
Bán hàng	Sales
Chuyển hàng	Inter-branch transfer
Kiểm kho	Stocktake
Nhập hàng	Receiving / Purchase receiving
Trả hàng nhập	Return to supplier
Xuất hủy	Write-off
Sổ quỹ	Cashbook
Quản lý hàng hóa	Product catalog
Quản lý khuyến mại	Promotions
Quản lý tài khoản người dùng	User accounts
Quản lý nhân viên	Staff management
Quản lý chi nhánh	Branch management
Thống kê tổng quan	Reporting

Abbreviations:

- RACI = Responsible / Accountable / Consulted / Informed
- HQ = Headquarter

9) Approval

Status: Draft (Pending your review)

If approved, next IIBA-style document to create (one at a time):

- ****Business Rules + Decision Tables**** (multi-branch: negative stock, promotion conflicts, approvals, cancellations)