**Project Kickoff – Defining the Scope and Objectives**

**Pick a Relatable Industry:** Logistics Industry (QuickShip Logistics)

**Reviewing the Case Briefly and Clarify the Primary Business Problem**

The primary business problem at QuickShip Logistics is the combination of high delivery costs and customer dissatisfaction due to late shipments. This suggests inefficiencies in their current dispatch and routing processes. Manual route planning likely contributes to these issues by failing to adequately account for real-world factors like traffic and load balancing.

**Drafting the Problem Statement and Outlining the Project Objectives**

**Problem Statement**

QuickShip Logistics is experiencing significant challenges due to inefficient delivery operations, resulting in elevated delivery costs and a high incidence of late shipments. The current manual route planning process is inadequate for optimizing routes, leading to increased fuel consumption, driver overtime, and customer dissatisfaction. This negatively impacts profitability and threatens the company's competitive position in the market.

**Possible Project Objectives:**

* **Primary Objective:** Improve delivery efficiency and customer satisfaction by optimizing the dispatch and routing process.
* **Supporting Objectives (SMART - Specific, Measurable, Achievable, Relevant, Time-bound):**
  + **Reduce Delivery Costs:** Decrease average delivery costs by 15% within the next 6 months through optimized routing and fuel consumption management.
  + **Improve On-Time Delivery Rate:** Increase the on-time delivery rate from the current 75% to 95% within the next 6 months.
  + **Reduce Customer Complaints:** Decrease in the number of customer complaints related to late deliveries by 40% within the next 3 months.
  + **Automate Route Planning:** Implement a route optimization system that automates the route planning process for 90% of deliveries within the next 4 months.
  + **Improve Dispatcher Efficiency:** Reduce the average time spent by dispatchers on route planning per delivery by 50% within the next 3 months.
  + **Enhance Real-Time Visibility:** Provide real-time tracking of all vehicles and deliveries to dispatchers and customers within the next 4 months.
  + **Ensure Regulatory Compliance**: Ensure that all routes and driver schedules comply with relevant regulations (e.g., driver work-hour limits) within the next 2 months.

**Define What is In-Scope and Out of Scope for the Project, Noting any key Assumptions**

**In-Scope:**

* **Assessment of Current Dispatch and Routing Processes:** Analyzing the existing workflows, data, and technologies used for order scheduling, route creation, and delivery tracking.
* **Requirements Gathering for a Route Optimization System:** Identifying and documenting the functional, non-functional, data, and interface requirements for a new or improved route optimization system. This includes stakeholder interviews and data analysis.
* **Evaluation of Route Optimization Solutions:** Researching and comparing different route optimization software options, including off-the-shelf solutions and potential custom development.
* **Development of a To-Be Process Design:** Creating a future-state process map that incorporates the route optimization system and outlines improved workflows.
* **High-Level Implementation Planning:** Developing a high-level plan for implementing the chosen route optimization solution, including key steps, timelines, and resource considerations.
* **Focus on Last-Mile Delivery:** The project will primarily focus on optimizing the "last mile" delivery process, from the warehouse to the customer's location.
* **Integration with GPS Mapping Services:** Ensuring the route optimization system integrates with GPS mapping services like Google Maps or Waze for real-time traffic data and navigation.

**Out of Scope:**

* **Warehouse Management System (WMS) Implementation:** The project will *not* include a complete overhaul or replacement of the existing warehouse management system. However, integration with the WMS *is* in scope if required for data exchange.
* **Fleet Management:** The project will *not* focus on vehicle maintenance, fuel purchasing, or other aspects of fleet management, except where they directly impact route optimization (e.g., vehicle capacity).
* **Sales and Marketing Process Improvements:** The project will *not* address issues related to sales, marketing, or customer acquisition.
* **Detailed Software Development:** The project will *not* involve detailed software development or coding. The focus is on requirements gathering, solution evaluation, and high-level implementation planning.
* **Call Center Operations:** Improvements to the call center or customer service processes are out of scope, except where they directly relate to delivery status updates.
* **Global Supply Chain Optimization:** This project is focused on the local delivery operations and does not extend to optimizing the broader global supply chain.

**Key Assumptions:**

* **Stakeholder Availability and Cooperation:** It is assumed that key stakeholders (dispatchers, warehouse managers, drivers) will be available for interviews and will provide accurate and timely information.
* **Data Accuracy and Availability:** It is assumed that the data provided by QuickShip Logistics (e.g., delivery costs, on-time delivery rates, customer complaints) is reasonably accurate and complete.
* **Technical Feasibility:** It is assumed that it is technically feasible to integrate a route optimization system with QuickShip Logistics' existing systems (e.g., order management system, GPS mapping services).
* **Budget Availability:** It is assumed that QuickShip Logistics has a reasonable budget allocated for the implementation of a route optimization solution.
* **Stable Business Environment:** It is assumed that there will be no major disruptions to the business environment (e.g., significant changes in fuel prices, major regulatory changes) during the project.
* **Clear Project Sponsorship:** There is a clear project sponsor within QuickShip Logistics who is committed to the project's success and can make necessary decisions.

**Document an Initial Project Charter or Coal Statement.**

**Project Charter:** QuickShip Logistics Route Optimization Project

1. **Project Title:** QuickShip Logistics Route Optimization Project

2**. Project Goal:** To significantly improve delivery efficiency and enhance customer satisfaction at QuickShip Logistics by implementing a route optimization system that reduces delivery costs, improves on-time delivery rates, and provides real-time visibility into delivery operations.

3. **Problem Statement:** QuickShip Logistics is facing challenges due to inefficient delivery operations, resulting in high delivery costs and frequent late shipments. The current manual route planning process is inadequate, leading to increased fuel consumption, driver overtime, and customer dissatisfaction, negatively impacting profitability and competitiveness.

4. **Project Objectives**

* Reduce average delivery costs by 15% within 6 months.
* Increase the on-time delivery rate from 75% to 95% within 6 months.
* Decrease in customer complaints related to late deliveries by 40% within 3 months.
* Automate route planning for 90% of deliveries within 4 months.
* Reduce dispatcher route planning time by 50% within 3 months.
* Provide real-time tracking of vehicles and deliveries within 4 months.
* Ensure compliance with driver work hours regulations within 2 months.

**5. Scope**

* **In Scope:** Assessment of current dispatch and routing processes, requirements gathering for a route optimization system, evaluation of route optimization solutions, development of a to-be process design, high-level implementation planning, focus on last-mile delivery, and integration with GPS mapping services.
* **Out of Scope:** Warehouse Management System (WMS) implementation (except for integration), fleet management (except where it impacts routing), sales and marketing process improvements, detailed software development, call center operations (except related to delivery status), and global supply chain optimization.

6. **Key Assumptions**

* Stakeholder availability and cooperation.
* Data accuracy and availability.
* Technical feasibility of system integration.
* Budget availability for the project.
* Stable business environment.
* Clear project sponsorship.

7. **Key Stakeholders**

* Dispatchers
* Warehouse Managers
* Truck Drivers
* Customer Service Representatives
* IT Department
* Executive Management

8. **Project Deliverables**

* As-Is Process Map of the current delivery workflow.
* Requirements Document for the route optimization system.
* Evaluation Report of potential route optimization solutions.
* To-Be Process Map of the future delivery workflow.
* High-Level Implementation Plan.
* Recommendation Report with findings and proposed solution.

9. **Project Timeline (Initial Estimate):** 12-16 weeks

10. **Project Budget (Initial Estimate):** To be determined based on solution selection.

11. **Project Sponsor:** Business Analysis Challenge

12. **Project Manager/Business Analyst:** Lawan Opeyemi Mercy

13**. Success Criteria:**

* Achievement of the project objectives (reduced costs, improved on-time delivery, reduced complaints).
* Successful implementation of a route optimization system that meets the defined requirements.
* Positive feedback from stakeholders on the improved delivery process.
* Measurable improvement in key performance indicators (KPIs).

14. **Approval:**

**Project Sponsor Signature**

**Date**

This charter provides a high-level overview of the project. It should be reviewed and updated as needed throughout the project lifecycle. Remember to fill in the bracketed information with the specific details from the case study.