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## Introduction

Within this report you will find outline the approach we feel is best suited for the development of Smidgens new business model. We anticipate it will take six months for this process to be completed.

Regarding our vision for the business model, we have sought to align it with the values and ethos of Smidgens as an entity. Due to the current social and financial climate Smidgens faces as a consequence of Covid-19, we have outlined an adaptive business approach which consists of three 'Phases'. We have also suggested appropriate prioritisation and elicitation techniques in line with the resources of Smidgens and constraints it experiences as a result of Covid-19. As we understand it, Smidgens seeks 'Progress over Perfection' and as such we have identified the key priorities within the prioritisation matrix outlined on page 17. We have taken this into consideration where elicitation is discussed, offering alternative elicitation techniques for review, whilst stating which technique is most suited for key groups of stakeholders.

With the scope of the project in mind, we sought to identify potential risks and carefully outline and extrapolate on their implications within a Risk Register; the outcome of which is outlined on pages 22-23. Our Business Management Process Notation Diagram illustrates how the new business model will work in theory, with careful consideration given to the interactions between and relevance of stakeholders to the business processes. While it is relatively simple to identify the strengths and weaknesses of new business model, it can be difficult to deduce the threats and the potential opportunities it will face. Careful consideration has been given to the competitiveness of the market in which Smidgens operates, and how this model could be best aligned to the hopeful success of Smidgens in this regard.

## High Level Vision

When analysing the propositions specified by Smidgens owner, it is appropriate to align the desired outcomes not only with the capabilities of Smidgens but also its values and what the company as a brand stands for:

- Highly reputable
- Uses locally sourced sustainable materials, and;
- Supports innovation and high quality design

The aim of this project is to enable Smidgens to suitably place itself to operate not only within the constraints Covid-19 imposes, but also the socio-economic and legislative environment it has resulted in.

Entering into contracts with the right craftspeople, at the right time, combined with appropriate oversight on business operations in the context of Covid-19 and development of a new website are key in attaining the desired outcomes in the medium-term, that is Smidgens being capable of:

- Abiding by Covid-19 protocols
- Offering the delivery and installation of products sold via its new website
- Selling products sourced from local craftspeople in lieu of the workshop not being open
- Marketing its new website and orienting its marketing strategy with the new business model proposed within this report

This report aims to ensure the successful re-alignment of Smidgens business model while keeping its core values in mind and continuing to place itself at the forefront of “supporting local businesses” whilst being a local business itself.

## Business Project Case & Concept

The project case as touched upon on pages 2-3 is to develop a suitable business model to enable Smidgens to operate in the market conditions Covid-19 has created. Our conceptual vision for the deliverance of this Project Case involves the:

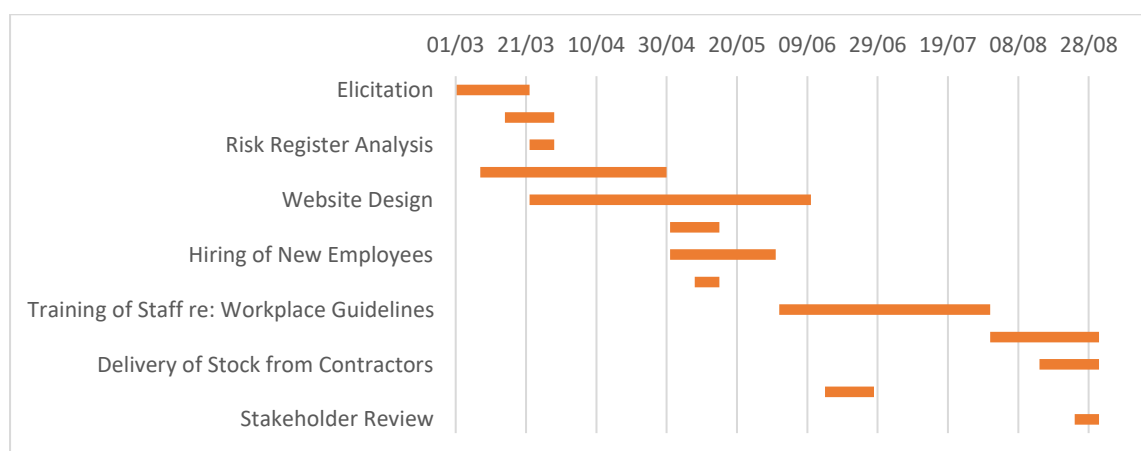
- Re-training of existing staff
- Hiring of Delivery drivers where required
- Nomination of a Covid-19 control officer to act in place of contemporary compliance functions that exists in medium and large scale organisations so as to ensure abidance with workplace guidelines put forth by the government in response to Covid-19
- Contracting of outsourced work to local craftspeople, who's work fits into the ethos, brand, and culture of Smidgens
- Design of the new website being in line with the ethos and brand Smidgens projects
- Extensive use of marketing via existing social media channels

There are several benefits associated with the business case proposed. It has been designed to take into account all factors which may and otherwise will influence in some way the re-opening of Smidgens and new business model.

Given the trend over the past number of years for customers to 'shop local', Smidgens is well placed to take advantage of this. The re-training of existing staff in adherence to covid-19 workplace guidelines will help ensure Smidgens passes any inspections of its premises. Furthermore, the hiring process and training of delivery drivers has been specified to include training of new staff members to ensure where they are delivering and installing products that they do so in the appropriate manner:

- Wearing masks
- Advisement of a specific time in which the product is due to be delivered and installed
- Ensuring social distance guidelines are adhered to when delivery and installation occurs
- Probative queries upon arrival for installation as explained in more detail on page 10

We have specified a six month time period in which the above deliverables are to be analysed, appropriately catered for, and subsequently implemented as in the Gantt Chart illustrated below:



## Competencies

Our case relies upon the effective use of existing competencies within Smidgens and also anticipated competencies that will be generated as a result of the aforementioned business model re-alignment and expansion of the supply chain and distribution channel.

Smidgens having a high reputation in part is due to their success at cultivating a brand and the projection of this to prospective customers.

The existing warehouse will be utilised to store new stock as it arises – there is no drastic change with this aspect of Smidgens operations however the existing experience of warehouse operatives will be utilised to ensure adequate controls are in place to ensure abidance with Covid-19 guidelines.

The delivery drivers hired, or existing staff trained to act in this role must have appropriate experience and be adequately trained as mentioned on page 4 and further outlined on page 12.

Quality control measures presently in place will be called upon to ensure products sourced from local craftspeople are of high quality so as to reduce any potential liability and reputational damage from otherwise inadequate, faulty products. Regular inspections of work commissioned from local craftspeople is specified so as to ensure this.

## Project Closure

### Evaluation

Once a level of achievement, development effectiveness, efficiency and sustainability are met across all teams, the findings are to be presented back to the stakeholders and eventually to the company. This consists of the gathering and illustration of all data generated from the project or alternatively a presentation on the beginning to end of the project life.

### Documentation

All documentation is to be gathered and stored in a SOP (Standard operating procedure) file on the companies' helpdesk. Data and documentation containing sensitive information will be sectioned off and only available to certain functions such as the HR and Compliance Function.

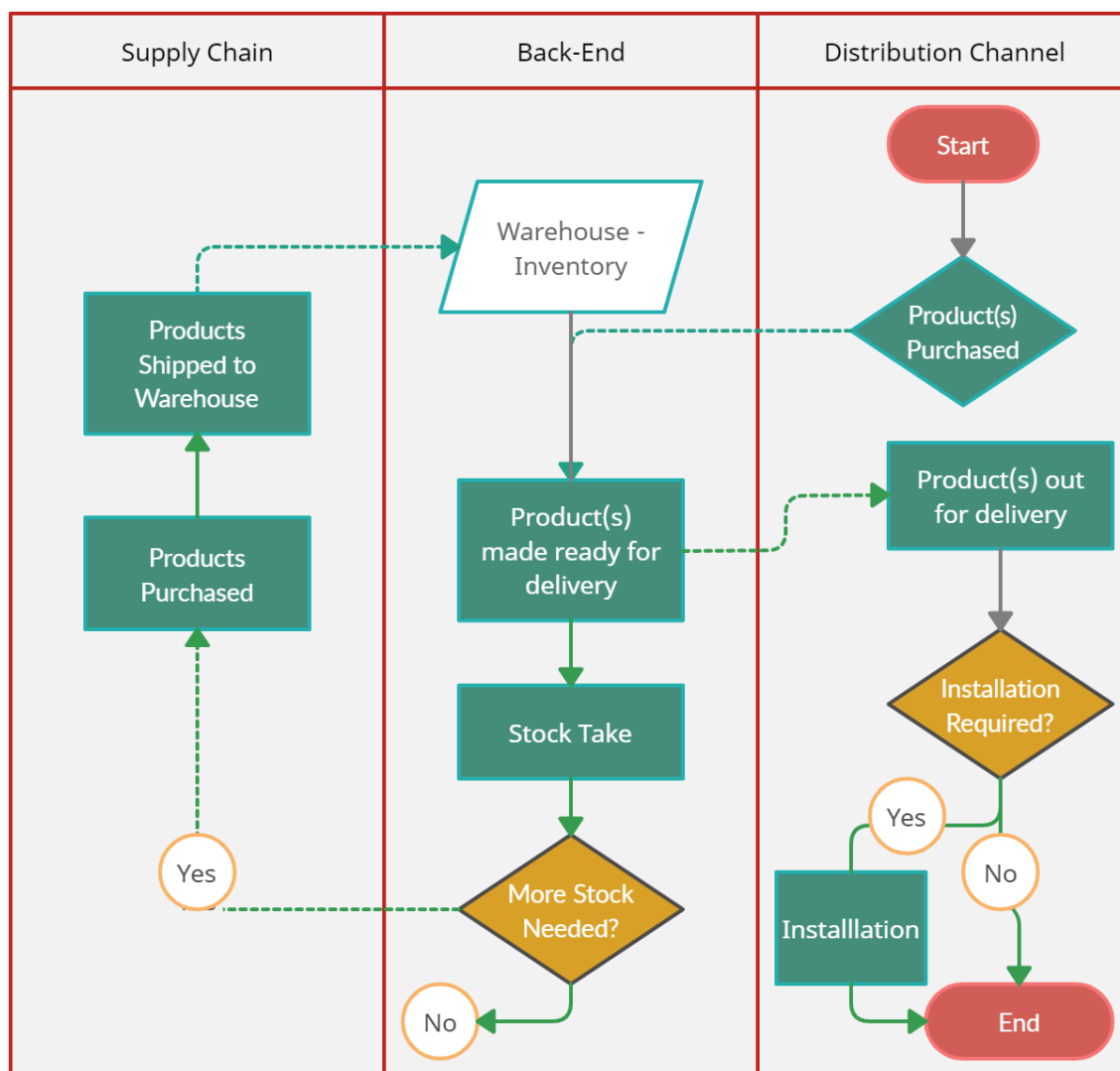
**Archive** All documentation created relating to this project will be archived. Archiving will secure the documents can be accessed at a later date(s) if the project is to be re-opened or updated/ upgraded.

### Sign off

Project Sponsor and stakeholders responsible for reviewing each phase of the project.

## Business Management Process Notation Diagram

The following Business Management Process Notation Diagram is intended to illustrate the interaction between contractors, internal employees, and the end user (customer).



Where an order is placed (where start denotes the website), Smidgens stock control software will automatically detect this and illustrate this to warehouse operatives who will subsequently retrieve the order and place it into the companies' van(s) for distribution to the customer. Two different processes occur at this point that subsequently delineate.

Where an order has been placed, the stock inventory system will automatically update to reflect the new levels of stock. Where it has been defined Smidgens need a minimum level of stock for a certain product, and the order results in this falling below the threshold, we would suggest this is flagged with a member of Smidgens administration staff. This member of staff would then place an order with the relevant craftspeople to ensure the levels of staff are brought back up to the specified level in anticipation of future sales. Periodic reviews of stock and the ordering of stock need to be aligned with one another so as to ensure Smidgens does not have too much, or too little stock.

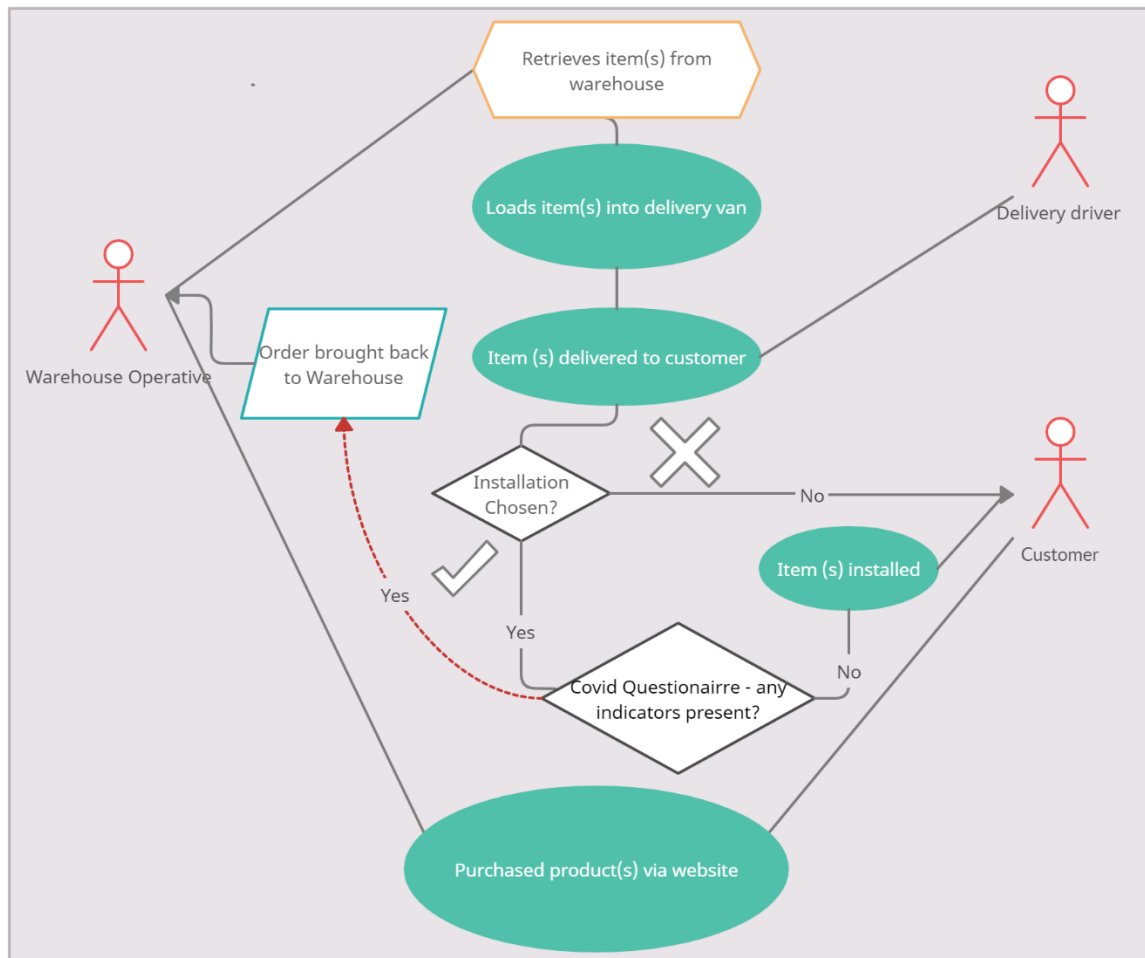


When the order is placed with the relevant craftspeople, they will then create the product within the agreed time frame as defined in their contract with Smidgens. These products will then be collected by Smidgens and brought to their warehouse for storage and subsequent updating of stock levels.

Where a product is delivered to the customer, it is important to bear in mind the proposed installation service. As such, this has been illustrated within the Business Process Management Notation Diagram ending in the successful installation and/or delivery of the order.



## Home Delivery and Installation Service



The above diagram illustrates how the proposed Home Delivery and Installation service will operate. The primary actor in this sense is a customer who purchases product(s) via the new website. This visual illustration can be communicated to different stakeholders during the elicitation process so as to attain a universal understanding of the new business model and the interdependencies and relationships it will subsequently create.

After a customer purchases a product(s), the warehouse operative will receive confirmation of the same via the aforementioned stock control system. They will then retrieve the required good(s) from the warehouse and move them into one of Smidgens delivery vans.

Subsequent to this, the delivery driver will leave the warehouse with the order. If the customer has specifically requested installation of the product, it is expected an additional member of staff will leave with the delivery driver (where required) so as to ensure appropriate installation occurs (large items may require more than one member of staff).

Upon arrival at the customer's specified delivery address, the delivery driver will deliver the product and arrange installation if this has been requested by the customer (with the aforementioned ad-hoc support).



It is important for the new website to specifically offer an installation service **as an additional service**. While this report does not go into Cost Estimation, it would be reasonable to suggest a premium be charged for this service given the costs associated with:

- Purchasing vans for distribution of the product from the consumer
- Wages - the hiring of any additional staff to fulfil the roles of delivering and installing the service
- Fuel, upkeep, wear and tear and depreciation in relation to the vans being used for distribution

Regarding the home delivery and installation service, it is suggested the following process be followed as a means of best conduct in the current market environment and as a means of limiting liability and risk mitigation strategies as outlined on page 22 and personal hygiene rules as mentioned on page 4 are to be considered as corollaries to the below:

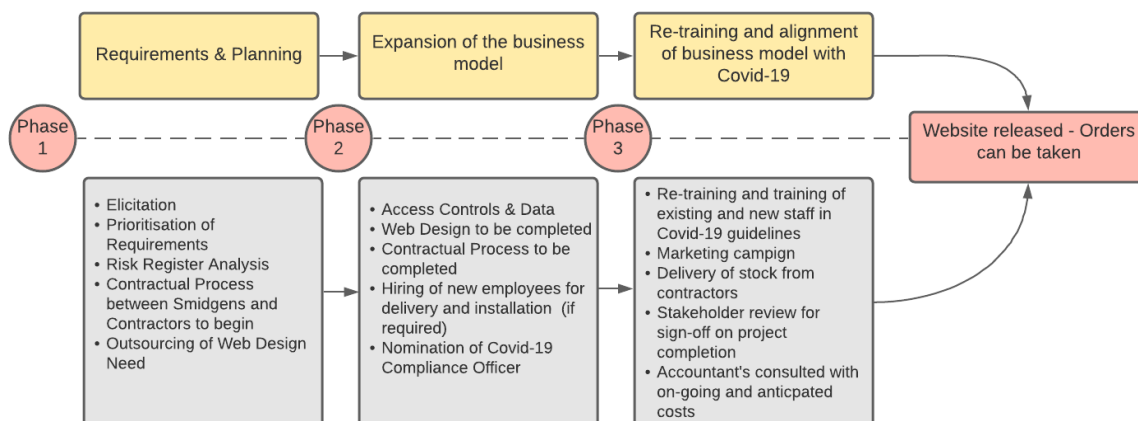
- Customer is informed of the anticipated day the delivery is due to arrive via email or text - the customer should be allowed to specify which of these two options they prefer
- Where installation has been selected, the website should automatically provide a disclaimer waiving Smidgens of any liability associated with installation in the context of Covid-19 transmission
- Secondly, the member should be asked prior to installation if they or any close contacts have had any Covid-19 and if so, arrange to fit the product(s) on an alternative date. The easiest method of doing this, is to create a list of questions to be asked of the member on the date of installation, examples of questions would be;
  - "Have you displayed any symptoms associated with Covid-19 recently?"
  - "Have you been in close contact with anyone who has been diagnosed with Covid-19?"
  - "Are you happy to allow us to enter your home to install the(se) product(s)?"
- The final aspect of this process would be for the customer to place their sign the piece of paper which contains these questions

## Business Analysis Approach

Given the need for re-alignment of the existing business model due to the restrictions covid-19 presents, it is extremely important to ensure the business strategy proposed is flexible and takes account of all operating variables, existing and new. As such, an agile, 'phased' business approach is proposed.

It is expected the establishment and implementation of the new business model will take six months to come to fruition. Three 'phases' have been identified, with each phase building upon the activities of the previous phase. This sequential process has defined timelines in place with each phase being allocated a 2 month period in which defined actions are to occur, and associated outcomes met.

As part of our strategy, we have illustrated our proposed approach for re-alignment and expansion of the business model using the Oracle Unified Method, hereby noted as OUM (Oracle Unified Method, (2016)) as below:



The reasoning behind this approach is four-fold; namely

- The radical re-alignment of the existing business model
- The need for alignment of the business functions within the constraints Covid-19 presents from a compliance and operations perspective
- The expansion of the supply chain or 'Distribution Channel'
- The increase in the number of stakeholders

Regarding phase one, the primary goal is to have completed requirements mapping and investigation, as well as concluding elicitation. To this end, it is proposed a Survey be undertaken to gain insights into what our current and potential customer base think about our service, as well as how they feel towards our proposed new business model (pg. 16) A Risk Register should also be formulated to account for the potential risks Smidgens may face (pg.22). Review of the proposed Business Process Notation Diagram (pg.6) should also occur this stage to illustrate interaction points with the customer in light of the new business model as well as the expansion, and re-arrangement of the supply chain to accommodate contractors and the delivery and fitting functions. Finally, the creation of relationships with contractors is scheduled to commence.

The primary goals in phase two are for the website design process to conclude, and for contracts to be finalised and signed off on with suitable contractors identified during phase 1. Regarding contractual agreements with local craftspeople, it is important the contract stipulates where Smidgens purchases products, the products purchased cannot be sold privately by the craftsperson as illustrated within the Risk Register enclosed in this report (pg.22). The reasoning behind this is that this could otherwise encourage customers to purchase directly from the supplier of the product(s). Secondary to this, the nomination of a Covid-19 compliance officer and hiring of new employees for the delivery and installation function is to occur.

By phase three, the new website should be finished and ready to be made public. Prior to the release of the new website, the new business model is to be marketed to highlight the new services that will soon be made available to customers. The use of social may become important in ensuring take-up of the new service. The re-training of staff is also to occur so as to ensure abidance with covid-19 protocols. Finally, stock inventory analysis should occur in this phase so as to account for what stock Smidgens presently has, and the maximum amount of stock they can hold within their warehouse.

At the conclusion of Phase three, it is anticipated Smidgens will be capable of:

- pushing the new website live
- advertising the new website (whether through minimal or active pre and or/post-implementation marketing)
- updating the website with products in stock and new products as they are received
- delivering and fitting of products that are sold
- conducting quality control on products received from contractors

### Data Storage

Given Smidgens will have a new website when the plan is implemented, it is important to account for how the data collected via the new website is stored and utilised. An appropriate intermediary is required for storage of the data on a secure server so as to ensure customer data is not compromised as this could carry severe ramifications. In this regard, Amazon Web Services is proposed as a suitable candidate. In the long-term provided there is appetite, a company could be used for analysis of information extracted from not only the website, but also the systems which Smidgens utilise.

### Change Controls

It is important for the designated employee to whom responsibility is given for oversight of this project, to be kept informed as to its status. It is therefore suggested that they sit in on the key meetings or are advised as to the outcome of meetings they are not present at so as to ensure where sign-off is given for completion of required processes as outlined above, it is not given pre-emptively. Given we are re-aligning the business model, and developing new functions, they will ultimately be responsible for signing off on any changes that these processes present or result in.

It is proposed this individual, hereby referred to as the 'Project Sponsor', conduct weekly meetings with internal stakeholders (where possible) to discuss how the project is going and to ensure the alignment of ongoing processes with desired outcomes and resources.

## Elicitation

Elicitation “describes the tasks that business analysts perform to prepare for and conduct elicitation activities and confirm the results obtained” (Babok Guide, 2015)

A mixture of Collaborative, Research and Experiments based elicitation techniques amongst stakeholders are proposed as being most suitable in the restructuring of Smidgens existing business model, and expansion of its distribution channels.

In this regard, collaboration between stakeholders is believed to be imperative in achieving Smidgen’s medium term objectives and goals. An understanding between stakeholders and what is expected of them should develop with common ground found in bringing forward the proposed changes.

***In preparing for elicitation***, it is important to consider the following factors:

- The scope of the elicitation activity and the need to identify it including numerical and categorical indicators such as;
  - The number of stakeholders required
  - The business functions that will be drawn upon
  - The skillset of the project’s stakeholders
- Identification and selection of appropriate techniques – consideration must be given to the suitability of the technique to the situation as well as understanding the tasks needed to prepare, execute, and complete each technique
- The planning and/or procurement of appropriate supporting materials and resources which includes information such as;
  - Internal Business documents
  - Codes of conduct
  - Data gained from the operations of the business
- Logistics – what are the activities goals? Who are the participants and their roles? What communication channels must be used?
- Preparation of stakeholders – what needs to be explained to the relevant stakeholders? How can we ensure they are prepared for elicitation?

A corollary to the above is the development of a comprehensive and accurate understanding of the ***project’s business needs***. By this we refer to what the project ‘needs’ from Smidgens in order to drive it towards completion. These first steps are important in order to ensure the project proposed is correctly aligned with the objectives of the business.

### **Compliance**

In the absence of a compliance function, it is proposed a suitable member of staff (hereby referred to as compliance officer) be responsible for ensuring the new business model is compliant with relevant legislation and is in line with government mandates regarding Covid-19. Given the legislation presently in place, and potential for fines where non-adherence to workplace guidelines is found, it is imperative for employees to be trained in the abidance of Covid-19 protocols. Regular inspections of the warehouse and delivery and installation functions are proposed to ensure adherence. It is anticipated the compliance officer will work in conjunction with HR to ensure the measures taken are aligned with HR’s positioning in relation to the required changes, and the impacts on interpersonal relationships within Smidgens.

## **HR**

Given the restructuring that will occur and subsequent retaining of staff and/or hiring of new employees for delivery and installation, the HR function will be utilised heavily throughout this project. It is important that HR liaise with the aforementioned compliance officer to put in place appropriate workplace guidelines and disciplinary measures for non-adherence with Covid-19 guidelines. Where new staff are needed, they should have the relevant experience and requirements for fitting and installation (e.g. - Full Driver's License allowing the use of Vans).

## **Contractors**

The communication and interaction between Smidgens and its contractors is very important in the proposed business model. These craftspeople with whom Smidgens will be purchasing products off need to be communicated with appropriately. In this regard, it is proposed guidelines be put in place for potential scenario's that may occur in respect of the products purchased from them and sold via the new website. The contracts process needs to be aligned with the operating environment in which Smidgens' operates as alluded to on page 11. Communication channels between Smidgens and Contractors should be defined for future use. In the context of Covid-19, it is proposed communication between Smidgens and its contractors occur via email and video-calls.

## **Finance**

Smidgen's accountant(s) are to be consulted in relation to the ongoing costs of the project. Their input on the costs arising as a consequence of the business restructuring is vital in order to ensure the project is completed within budgetary guidelines. In the even there is a cost overrun, they should be communicated with to ensure the additional expenses can be accounted for in pricing strategies and reserving. Government grants relating to Covid-19 may be applicable to Smidgens and subsequently provide short term liquidity to get the project off the ground and/or bring it nearer to completion. In this regard their interactions with the HR and Compliance functions are important in determining what protocols (if any) need to be put in place to avail of these grants.

## **Customers**

Smidgens existing and potential customers are important in the elicitation rubric. Their feedback in the form of insights, needs and desires can help guide Smidgens in their restructuring as it can help identify where improvements could be made and how customers presently feel towards Smidgens. Furthermore, their feedback on the proposed business model is anticipated to help guide the supply chain function in terms of prioritising the purchase of product(s) from contractors. In this regard, it is proposed they liaise with in-house staff of Smidgens who are responsible for monitoring and controlling their social media channels and marketing strategies.

## **Conducting Elicitation**

It is important in the domain of the proposed project to consider factors which can help guide and facilitate elicitation towards expected outcomes. Classical means of doing this include:

- The scope of the proposed change
- What output can be expected from each activity and;
- How the output aligns with known factors and variables

In the context of this project, it is proposed an iterative approach is taken by conducting elicitation techniques as a series of sessions in parallel or sequence. The decision as to what session type is appropriate is related to the scope of the elicitation activity. Substantial inferences can often be nonchalant conversations so it is important to be flexible in the approaches taken.

## Elicitation Results

The penultimate piece of the elicitation jigsaw is the confirmation of the elicitation results. Metrics should be identified against which the output or outcome of elicitation sessions is compared. Consideration needs to be given as to what quantitative or qualitative inferences or insights can be made on the basis of the elicitation sessions. It is proposed when conducting the elicitation techniques proposed below, that relevant stakeholders discuss the conclusions of each session so as to ensure stakeholders inputs are correctly perceived and determined and that a consensus is reached on the outcome of the session. It is henceforth proposed that the results of elicitation activities are compared against existing business analysis information so as to confirm the results or help identify and develop additional questions so as to capture more insights, inferences, and information.

## Elicitation Communication

Finally, defined forms of communication in respect of each elicitation activity must be defined so as to ensure stakeholders have a shared understanding of business analysis information. Given the 'Process over Perfection' desire expressed by the project sponsor, it is important to allow both informal and formal means of communication to occur. Covid-19 is an inherent stumbling block in this regard. An agreed means of communication needs to be established so as to ensure the sessions that are conducted are done so appropriately and in line with desired outcomes.

It is with these factors in mind that the following elicitation techniques have been proposed. It is the shared understanding that given the aforementioned 'Process over Perfection' modus operandi as set out prior to the initiation of this project, *it is our proposal only one elicitation technique and activity be utilised per grouping of Stakeholders*. With this in mind, alternative techniques have been proposed, the benefits of which have been stated so as to enable appropriate comparison of proposed techniques against the objectives of the elicitation preparation and subsequent conduction.

## Elicitation Techniques Proposed

**Two Experiment based elicitation techniques** in respect of Contractors and Smidgens are proposed, namely:

- Prototype Analysis
- Proofs of concepts

By Prototype Analysis, we refer to the review of existing products sold by Contractors as well as the development of new products identified via communication with stakeholders and review of existing and forecast sales when the new business model is fully implemented and website live. Prototype Analysis would help ensure the products we are purchasing or looking to have Contractors develop pass quality controls tests and are compliant.

Proofs of concepts refers to the illustration of potential and proposed products by Contractors. This may assist in reducing the potential that a new product being purchased from a Contractor is not suitable for sale and does not align with the needs and desires of Smidgens customer base.

*It is proposed Proof of concepts be selected* as a form of risk mitigation and time-cost savings in respect of the project timeline and implementation plan.

**Two Research based elicitation techniques** have been identified in respect of internal stakeholders:

- Business Rules Analysis
- Document Analysis

Business Rules Analysis is proposed so as to identify the rules that presently govern how Smidgens operates, as well as the legislation which will have to be adhered to in respect of Covid-19. It is also of use where codes of conduct are concerned and can help guide the HR and Compliance function implement appropriate rules of governance in respect of Smidgens restructuring.

Reviewing existing systems, contracts and business procedures and policies is required in respect of this project. In this regard, Document Analysis can be utilised as a corollary with Business Rules Analysis so as to ensure there is a cohesive in Smidgens approach to governance and alignment of the proposed business model with Covid-19.

The latter technique may be more readily accessible and relatable for internal stakeholders; *therefore, it is proposed a review of existing systems, contracts and business policies and procedures be undertaken for this grouping of stakeholders.*

## Survey

*“The heart of a survey is its questionnaire”* (Khadka & Maharjan, 2017)

Finally, a survey is proposed as a means of eliciting business analysis information from customers in a structured way. A combination of Close-ended and Open-ended questions are proposed to elicit various insights. The former will enable analysis based on numerical co-efficients while the latter will help elicit a greater number of insights and wider range of responses. It is important the questions being asked do not influence the response data and so in this regard should be expressed in neutral language.

In preparing this survey, it is important to define a set of objectives. Proposed objectives are as follows to result in a greater understanding of Smidgens customers:

- Needs
- Expectations
- Desires

And capture their;

- Experiences with Smidgens to date
- Opinions on the proposed delivery and installation service
- Opinion of Smidgens existing product catalogue and;
- Proposed product catalogue



It is important Smidgens attains a reasonable number of responses to their survey, and so it is proposed Smidgens utilise their existing social media networks and brand to help gather responses to the survey.

It is important for Smidgens to regularly advertise the availability of the survey so as to gain greater traction. Existing customer databases should be consulted and contact information extracted so as to be capable of directly contacting customers to gather further results. Where customers have previously confirmed they are happy to be contacted for marketing purposes, they should be emailed a link to the survey. A reasonable number of responses given Smidgens current position in the market and brand would be 500 customers. This number is not arbitrary and rather has been selected as it is large enough that statistical testing of the data can be robust and assume normality of variance.

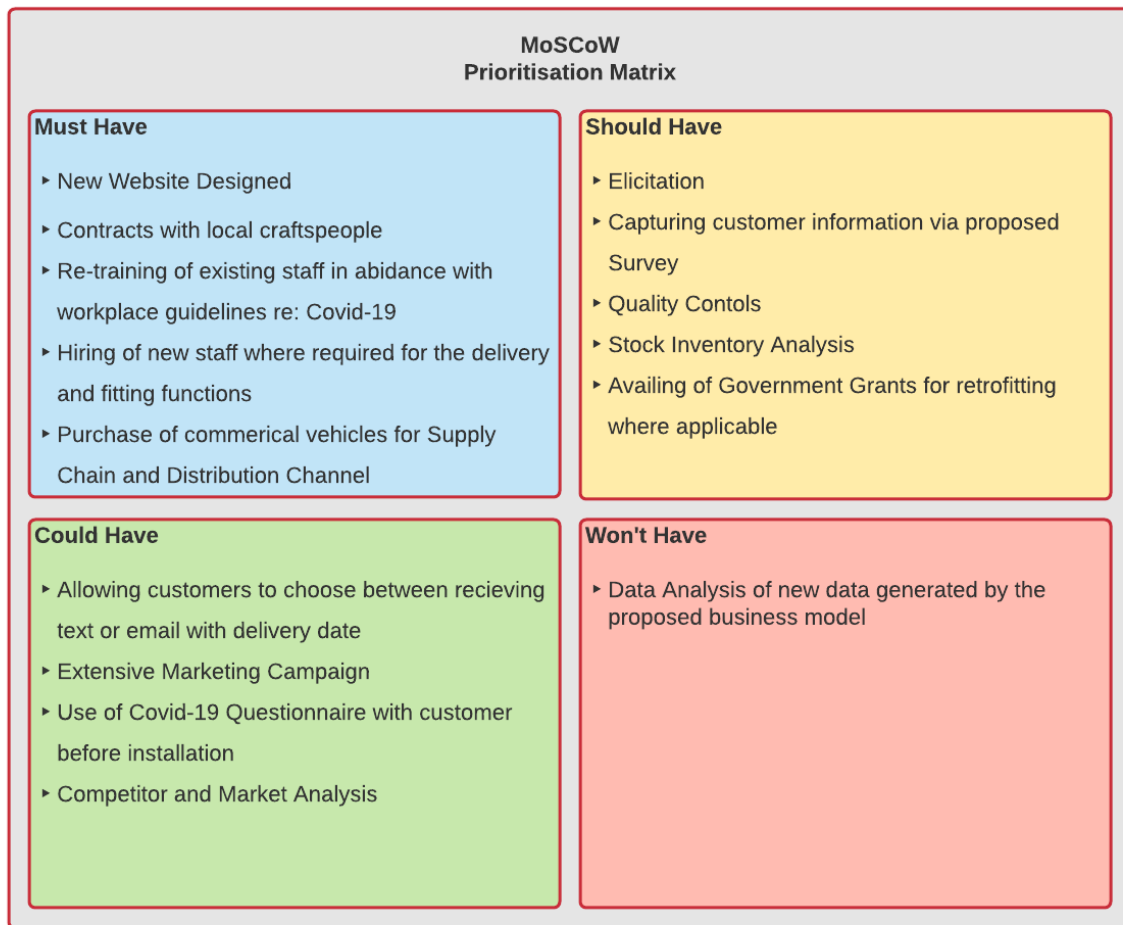
The results of the survey should be collated and summarised to enable evaluation and identification of the descriptors mentioned above as objectives of the survey. The **benefits of conducting a survey** in this context are it's :

- Inexpensiveness to administer
- Ease of access to customer insights and feedback
- Ability to gain quantitative and qualitative data.

Below is a sample proposal for how the survey should be structured. As can be seen, there is a combination of open-ended and close-ended questions to capture the differing insights aforementioned. Care has been taken in this illustration to ensure questions are as unambiguous as possible. Please note this is only an indication as to how the survey may be structured. A full survey would include several further questions.

Survey Example		
No.	Questions	Response
1	On a scale of 1-10, how would you rate previous experiences with Smidgens	
2	On a scale of 1-10, how important is being able to opt for delivery	
3	Would an installation service be of interest to you? If yes would you mind clarifying the reasons as to why.	
4	On a scale of 1-10, how important is supporting local Irish businesses?	
5	What is your opinion on surcharges where installation of a product is concerned?	

## Prioritisation



In analysing the prioritisation of requirements, the following approaches were considered:

- Grouping
- Ranking
- Time Boxing/Budgeting, and
- Negotiation

Upon review it has been determined that Smidgens is best placed to use a Grouping approach. By this we refer to the grouping of business analysis information into priority categories:

- High
- Medium
- Low

We propose the best assignment of priorities, in accordance with our 'phased' approach as on page 10 is as illustrated via the **MoSCoW method of requirements prioritisation above** (Clegg, Dai; Barker, Richard, 1994). The need to ensure we have this project concluded in the medium-term, and in doing so satisfy the primary, 'key' objectives of the project plan require a structured approach to prioritising requirements.

## Must Have

This refers to tasks which have been identified as crucial to the success of the project. It is important to note the alignment of these tasks with the phased approach outlined on pages 10-11. The completion of the contractual process between Smidgens and its selected craftspeople is vital in enabling Smidgens to operate within the business model proposed. The creation of the new website is fundamental in enabling Smidgens to successfully operate its new business model. The compliance and HR departments work in establishing means of best practise and retraining and/or hiring new staff are considered to be urgent so as to ensure the appropriate framework and business capacity are in place as this project nears completion. Non-adherence to these vital tasks could result in a delay or impediment to the project, or cause issues to occur as it nears completion.

## Should Have

These are tasks that should be carried out where possible to complement the specified key requirements. For example, reaching out to customers and conducting the aforementioned customer survey would greatly complement the alignment of the new business model with an implicit understanding of what customers need or desire from the business in the context of Covid-19 and the post Covid-19 future. The elicitation strategies specified above, that is; Prototype Analysis and Proofs of concepts should be undertaken in line with the rationale previously outlined.

M	<p>Must have</p> <p>Describes a requirement that must be satisfied in the final solution for the solution to be considered a success</p>
S	<p>Should have</p> <p>Represents a high-priority item that should be included in the solution if it is possible.</p>
C	<p>Could have</p> <p>Describes a requirement which is considered desirable but not necessary</p>
W	<p>Won't have</p> <p>Represents a requirement that stakeholders have agreed will not be implemented in a given release, but may be considered for the future</p>

## Could Have

This refers to tasks and activities which Smidgen's could undertake in the context of this project. They are not essential (Must Have) or important (Should Have), but rather *desirable*. Examples of this are allowing customers to choose one of two confirmation methods regarding delivery, and the expected date of delivery as outlined on page pg. 9. Secondly, the marketing of Smidgen's re-opening is of course going to occur on a minimal level regardless as to the proposals laid forth within this report. While extensive marketing would complement the overall project scope and its outcomes, marketing in this manner is not essential or important, rather desirable.

**Won't have**

The tasks and activities listed under this heading are those which have been considered and discarded, or alternatively do not fit into the scope of the project. With this said, they can act as a post-project goal or objective to work towards in regard to adding further value propositions to the business model or safeguarding the operations of the business itself. Examples include the use of a data analytics company and their software suite or hiring of a data analyst(s) to examine the new data that is generated by the proposed business model.

## SWOT Analysis

*“SWOT analysis is used to identify the overall state of an organization both internally and externally”*  
(Babok Guide, 2015)

Our SWOT analysis identifies the primary strengths, weaknesses, opportunities, and threats that may rise throughout the re-alignment of Smidgens business model and expansion of its supply chain and Distribution Channel.

The objectives as referenced earlier are to enable Smidgens to operate in the environment Covid-19 has created in regard to the restrictions placed upon the business. We sought to align the SWOT of the proposed business model with creative solutions. In this regard we have outlined strategies which will build upon the strengths of Smidgens, take advantage of opportunities, and mitigate against potential weaknesses and threats. The SWOT itself can be seen as an amalgamation of Smidgens new business model with the strengths, opportunities, weaknesses, and threats of the business model itself presents, in the context of Covid-19 and market conditions.

The SWOT acts as a point of reference for the phased approach proposed in this project with the idea being that it will be revisited and referenced throughout each phase to ensure the actions being taken align with existing strengths and weaknesses, and potential opportunities and threats.

The measurement of results from the SWOT analysis can be accomplished using quantitative measures such as applying a point scale to each SWOT category. For example, an imperfect execution of strategy in the context of each respective SWOT category would result in a 0 while a perfect execution of strategy where we avoid all threats, successfully implement means of mitigating against weaknesses, and utilise the full extent of our strengths to take advantage of opportunities would result in a score of 10. The idea here is that by implementing this numerical matrix and creating a SWOT score, the success of the overall project can be measured in respect of each category. This has been included in the Risk Register as outlined on page 22.



	Opportunities	Threats
	Increase in exposure of the brand	Craftspersons selling products to Smidgens and concurrently selling them privately
	Greater and more varied number of products	Craftsperson selling products to other distributors
	Reputational increase by using local contractors - "Supporting Local Businesses"	Reputational risk if a product sold turns out to be defective or of poor workmanship
	The desire of Irish people to "purchase local" as a means of supporting Irish Businesses in the context of Covid-19	Potential liability if Covid-19 protocols are not adhered to by employees responsible for delivery and installation
	New website may result in more traffic and greater satisfaction	Competitors restructuring to follow same business model
	Delivery and installation service as a new feature could result in greater goodwill	Lack of oversight of the production of products by craftspeople
	Potential for greater profits	Increase in costs may reduce profit margins
Strenghts	SO strategies	ST Strategies
Highly respected	The respect the brand commands could result in a reputational increase by using local contractors, and could be further enhanced by the desire of Irish people to "purchase local" due to the negative effects of Covid-19 on Irish owned businesses operating in Ireland. Advertising the new business model, and offerings by Smidgens could occur to take advantage of this trend.	To mitigate against the risk of reputational damage due to defective or shoddy workmanship, quality control on contractors work is to be performed along with any new product proposed to Smidgens by craftspersons first needing to be shown to Smidgens in prototype form.
Well Known Brand	The strenght of the brand could be enhanced due to the new services offered, as well as the expansion of it's product range and advertisement of same via the new website.	To mitigate against the potential ramfications of competitors duplicating Smidgens business model, periodic reviews of where the model can be improved, and competitor analysis could help position Smidgens and make the companys aling their marketing strategies so as to stand out from the crowd.
Well Positioned to capture new contractors given the reputation Smidgen has in using high quality and locally sourced sustainable materials	The reputation Smidgens is a big draw, and could be influential in attracting local craftspeople to enter into a contract. This could result in greater profits for Smidgens as a consequence of being able to draw on the expertise of local craftspeople in creating boutique products with subsequent advtisement of the same on the new website.	The lack of oversight of products being developed by new contractors is to be mitigated against by using quality control to ensure high quality, locally sourced sustainable materials are used.
Contractors may stand to earn more money by selling to Smidgens than selling privately or to other distributors given the standing and existing brand stenght of Smidgens	The new website would enable Smidgens to directly offer products made by local craftspeople, which could result in a greater income for these craftspeople given the strenght of Smidgens brand.	With Smidgens being a well know brand, some craftspersons may use it as an indirect means of advertising themselves to customers, or to other distributors for selling. To ensure the brand is not used for exposure in this manner or products are not sold to other distributors, contracts are to stipulate an agreed time period wherein which the contractor must solely offer products to Smidgens.
Weaknesses	WO Strategies	WT Strategies
Lack of oversight of the production of products by craftspeople	The lack of oversight of the products created by craftspeople could result in the craftspeople feeling less restricted or under pressue, meaning the products may be of superior quality than they otherwise would be. Giving them compliments where due can help engender them to Smidgens and result in better quality products.	To ensure the lack of oversight does not correalte with defective workmanship, appropriate QA controls will be put in place.
Business operations need to be restructured to ensure abidance with Covid-19 protocols	The reputational increase by using local contractors in lieu of the restructuring of the business operations could result in the trade-off between the two ultimately benefiting the business via increased exposure and subsequent sales.	Thorough oversight and careful planning may mitigate against the increased costs associated with the new business model.
There will be a need to re-train employees and there may also be a need for the hiring of new employees for the purpose of delivery and fitting of the products	The delivery and installation service may result in the hiring of new employees however the enhancement and marketing of the firms products proposition to customers could result in greater satisfaction and subsequent advertisement by way of word of mouth.	The HR and Compliance officer will be tasked with ensuring staff are sufficiently trained and capable of adhering to COVID-19 protocols to mitigate against any potential liability towards the customer as a result of COVID-19.
Increase in costs due to the implementation of new business features (delivery and installation service)	The potential for greater profits may offset the cost of restructuring the business model. To aim for this to occur, all metrics outlined in the report must be met as part of the cohesive strategy outlined.	The potential for reduced profit margins can be managed by ensuring we are setting an appropriate profit margin and conducting regular analysis of our sales to determine which products are most and least popular and subsequently request more or less of the products in question.

## Risk Register

Project Risk refers to “an uncertain event or condition that, if it occurs, has a positive or negative impact on at least one project objective” (OSPMI, 2007).

Risk analysis involves identifying, analysing, and evaluating uncertainties involved in a project, and coming up with plans in order to reduce or remove these uncertainties and implement the proposed plans. A risk in this context is a scenario or situation that could endanger the project by:

- Reducing its effectiveness
- Causing delays in the implementation of the project
- And endangering the Objectives, Operations and Reputation of Smidgens

The identification of these risks can be performed through elicitation and by using the analogous experience of the stakeholders involved in the proposed project. The risks identified relating to Smidgens new business model are outlined below:

Risk Event	Consequence	Probability	Impact	Risk Level	Risk Action	Owner	Probability	Impact	Risk Level	Residual Risks
<b>Objective Risks</b>										
1 Project runs over time frame set out	Stakeholders will need to invest more of their time in seeing the project through to completion, detracting from their roles and obligations.	6	9	56	Regular and consistent meetings between all stakeholders to identify and allocate resources where deliverables are behind on time. Rewards for completing work on time and to a high standard to concurrently be acknowledged and rewarded.	All internal stakeholders	6	4	24	32
2 Competitors taking up an increasing portion of market share for time Smidgens was and will not able to conduct operations	Smidgens will find a portion of its market share gone, and be playing catch to try and get it back to where it was pre Covid-19.	7	7	49	Marketing campaign to raise awareness of Smidgens anticipated re-opening and new business model. Competitions to be utilised to gain more visibility on social media.	HR/Social Media Operator	6	5	30	19
<b>Operational Risks</b>										
3 Lack of Oversight on production of goods by craftspeople	Could result in defective products and/or shoddy workmanship.	3	6	18	Quality control on a selected number of products received from craftspeople at periodic intervals.	Warehouse Manager	3	4	12	6
4 Craftspeople selling products to different distributors or directly to customers themselves	Customers may be able to purchase products cheaper from the craftspeople themselves or through a different distributor.	2	6	12	Formal contracts which stipulate that Smidgens is the sole vendor through which the product(s) can be sold.	HR	8	7	56	0
5 Potential Liability if Covid-19 best practise not followed by employees in contact with customers	Legal Action could be taken against Smidgens on the grounds of negligence.	3	10	30	Disclaimer when selecting installation that Smidgens has no legal liability for infection of customers by their staff.	HR	7	3	21	9
6 Non-adherence identified by government inspectors regarding Covid-19 protocols within the warehouse/office	Fines could be issued and/or the workplace shut down for a defined period of time.	4	8	36	Training of existing and new staff in abidance of Covid-19 workplace guidelines.	HR, Covid-19 compliance officer	5	2	10	26
7 Employees contracting Covid-19	Workplace may need to be shut down.	8	9	80	Use a shift rota, with a front end and back end shift where possible to ensure that if one employee of one shift contracts Covid-19, staff from the other shift can continue working.	Operations Manager	5	8	40	40
<b>Reputational Risks</b>										
8 Faulty/Defective products sold	Could generate negative publicity.	2	4	8	Quality control on a selected number of products received from craftspeople at periodic intervals.	Warehouse Manager	3	4	12	0

The Risk Register describes the event that may cause a risk and the consequence of this risk. A numerical value between one and ten has been ascribed to each event as a means of describing the probability of the risk and its potential impact on factors such as cost, time, or reputation. The values assigned to the risk, and its consequence are combined to give a risk value for the risk in question. There are three risks identified in this Risk Register, namely:

- Objective risks

- Operational risks and;
- Reputational risks

Objective risks are risks associated with meeting the objectives of the project. Operational risks are risks associated with the operations of the company post-completion. Reputational risks are risks that could potentially cause damage to BICC's reputation.

Whilst efforts have been made to identify all potential risks, it is to be assumed there are '**unknown risks**' that are impossible to ascertain until they occur. Covid-19 for example, would have been an 'unknown risk', that is; it did not exist until it did. Other types of unknown risks are those which are extremely difficult to quantify and qualify. For the purpose of this report, the Risk Register outlined above attempts to capture the most pronounced and potentially damaging risks to Smidgens.

On the right hand side of the Risk Register, the potential actions that can be taken in order to mitigate against the impact of the risk where it is to occur as well as its probability can be seen. A risk owner within Smidgens has been identified for each risk so as to ensure there is sufficient accountability and oversight in the implementation of each risk mitigation plan. The degree of risk that is left over once one calculates the impact of proposed risk mitigation plans on reducing the probability and potential impact of inherent risks is known as the residual risk. As can be seen above, risks 1 and 7 have a medium degree of residual risk after risk mitigation plans have been implemented with all other risks having a low degree of residual risk.

Residual risk is essentially the risk that is left over once risk mitigation plans have been made to decrease the inherent risk Smidgens faces as can be seen on the far right of the aforementioned Risk Register. The aim is to have as little residual risk as possible using appropriate risk mitigation strategies.

There are four strategies which can be taken to mitigate risk, namely:

- Avoidance
- Acceptance
- Transference
- Limitation

In the context of the Risk Register outlined above, it is felt the most appropriate strategies to choose were risk avoidance and risk limitation. As can be seen in the Risk Register, different methods are used within the scope of these strategies to reduce the degree of residual risk Smidgens will face pre and post project completion. It is worth noting multiple risk mitigation plans can be implemented per identified Risk to reduce its residual value. The caveat to this is that it could complicate the delivery of the mitigation approach and result in an approach that is not appropriate.

**Given this report is not concerned with estimation, or budgetary costings** of the projects anticipated costs, no reference has been made to **quantitative risks**. If one wished to analyse quantitative risks the following factors would need to be accounted for, resulting in *Quantitative Costings* which could then be used to help decide on appropriate mitigation steps:

- The value of Smidgens as a company
- Its '*Exposure Factor*' – that is, how much of the value could be lost as a consequence of undertaking the project
- Calculation of the *Single Loss Expectancy* and;
- Calculation of the *Annualised Rate of Occurrence*



## Conclusion

To reiterate, the aim of the project is to enable Smidgens to operate in the environmental conditions and restraints Covid-19 has caused. We feel the proposed approach, and solutions outlined in this report will help ensure the key metrics against which success of the report will be measured can be reached.

Taking advantage of the brand and reputation of Smidgens in the re-alignment of the Business Model can help ensure it is best placed to pick up where it left and drive growth and engender goodwill.

The contractual process between Smidgens and its Contractors needs to be adhere to the aspirations of the business, and as such need to restrict the ability of contractors to privately sell products being purchased and distributed by Smidgens.

Provided appropriate and timely actions are taken during the Project where any issues are identified, it is felt Smidgens *can* implement their new business model successfully. The approach to the new value propositions of Delivery and Installation as outlined will not only enable Smidgens to conduct operations in the context of Covid-19, but to also increase the attractiveness of the company to it's existing and potential customer base.

Finally, risk mitigation and elicitation as outlined can help to ensure the business model proposed can be put into use with efficiency and minimization of potential risks or oversights.

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