

**PJM6125 Project Evaluation:
Stakeholder Analysis & Evaluation Goal Matrix
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Part 1: Stakeholder Register / Analysis

Stakeholder	Role	Type	Expectation	Interest	Influence	View	Management & Communication Strategy	Concerns
VP of Call Center Ops	Sponsor	Internal	The solution is effective. Helps increase call center productivity and improves customer experience. In the long run, it helps the company gain more customers and increase customer loyalty.	High	High	Supp	1) Biweekly meetings: to share progress/ updates/receive feedback 2)weekly status reports: by email Additional meetings/comm as needed	Speech Analytics software may not increase productivity of the call center, may not increase customer experience, may not bring more customers
Director of Call Center Ops	Advocate/ Supporter	Internal	The solution is effective. Helps increase call center productivity and improves customer experience. In the long run, it helps the company gain more customers and increase customer loyalty.	High	High	Supp	1) Biweekly meetings: to share progress/ updates/receive feedback 2)weekly status reports: by email Additional meetings/comm as needed	Speech Analytics software may not increase productivity of the call center, may not increase customer experience, may not bring more customers
Call Center Managers	End user	Internal	The solution increases the productivity of the call center, gives more opportunities for up-selling products, helps representatives give better customer experience. It is an effective solution that provides insights to train representatives.	High	High	Supp	1) Biweekly meetings: to share progress/ updates/receive feedback 2)weekly status reports: by email Additional meetings/comm as needed	Speech Analytics software may not increase productivity of the call center representatives, may not help with training of reps, or may not increase customer experience given by the reps.

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Legal Associate	Reviewer	Internal	The legal procedures meet the legal requirements of the company. The software provider does not violate any law nor would put the company at a legal risk.	Medium	Medium	Neutral	<p>Email communication at the beginning of the project so they know the project exists, what the requirements are, the expectations from them, and the approximate timeline.</p> <p>Email communication when it is time to review legal documents.</p> <p>Meeting in case it is needed (if there are any issues with legal requirements)</p>	Legal agreement, NDAs may not meet the company requirements
CEO	Advocate/Supporter	Internal	The solution is effective. Helps with call center productivity and improves customer experience. In the long run, it helps the company gain more customers and increase loyalty.	High	High	Supp	Status reports every month. This frequency can increase if VP and Director decide it is necessary	Speech Analytics software may not increase productivity of the call center, may not increase customer experience, may not bring more customers. The project may result in a waste of money and time
Call Center Reps	End Users	Internal	The software provides a solution to be more productive at their jobs, it helps them sell more and provide better customer experience; therefore, becoming more successful.	Medium	Low	Neutral	<p>Email communication at the beginning of the project so they know the project exists, what is expected from them, and what the approximate timeline looks like.</p> <p>Not much more communication will be needed from the PM since all decisions will be made</p>	The solution may reveal lack of productivity. The solution will put their job at risk of evaluation.

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							by the call center manager and they should be in charge of dealing with the call center reps on their teams after the tool is implemented	
Software Engineers	Testers	Internal	The solution is easily integrable with current data systems. The data is easily transferrable, and the solution works efficiently from a data perspective	Medium	Medium	Neutral	<p>Email communication at the beginning of the project so they know the project exists, what the requirements are, the expectations from them, and the approximate timeline.</p> <p>Email communication when it is time to review the tool selected. Email communication when it is time to migrate the data to the tool and proceed with the software integration.</p>	The solution may not be compatible with the current infrastructure the company possess
Procurement Associates	Researcher/ Team Member	Internal	The tools researched meet the expectations of the company and one of them gets selected for purchase.	High	High	Neutral	<p>Email communication at the beginning of the project so they know the project exists, what the requirements are, the expectations from them, and the approximate timeline.</p> <p>Weekly meetings to report progress and discuss next steps.</p>	They may not find a solution that meets the sponsor's requirements

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Procurement Manager	Supervisor & Team Member	Internal	The tools the associates have researched meet the expectations of the company. One of them gets selected for purchase.	High	High	Neutral	Email communication at the beginning of the project so they know the project exists, what the requirements are, the expectations from them, and the approximate timeline. Weekly meetings to report progress and discuss next steps.	Associates may not find a solution that meets the sponsor's requirements. The solution meets the requirements, but the sponsor does not approve
Finance Manager	Approver/ Team Member	Internal	The solution is within budget so it can be approved.	Medium	High	Neutral	Email communication at the beginning of the project so they know the project exists, what the requirements are, the expectations from them, and the approximate timeline. Email communication when their help is needed with payment	Payment issues, including delays. Other administrative issues that may prevent the purchase.
Project Manager	PM of the Project	Internal	The project is completed efficiently (on time, budget, and within scope). The team works efficiently, and the project delivers the solution that the sponsor is looking for.	High	High	Supp	Communication with the rest of the stakeholders, depending on their needs and wants	The project may not be completed on time, on budget and within scope. Project may not get accepted by sponsor.

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Sales Representative	Vendor	External	The solution they provide meets the needs of the company and they proceed with a demo/test drive, and potentially a purchase	High	Medium	Supp	PM not to contact them directly. Procurement associates and manager will be in contact with them – they will set up discovery calls and talk via email	The company may not move forward with our solution. That will mean lost business/commission for the sales rep.
Account Manager/ Executive	Vendor	External	The solution they provide meets the needs of the company. Demo/test drive goes well, and they accept the tool for purchase	High	Medium	Supp	PM not to contact them directly. Procurement associates and manager will be in contact with them – they will set up demo and talk via email	The company may not move forward with our solution. That will mean lost business/commission for the account executive.

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Part 2: Evaluation Goals Matrix:

Stakeholder	Goal	Measure Type	Metric
Sponsor, PM	Tool stays within budget	Efficiency	Price of the tool should not be greater than \$150,000
Sponsor, PM	Project stays within budget	Efficiency	The total budget of the project should not exceed \$250,000
Sponsor, PM	Project is delivered on time	Efficiency	The project takes exactly 6 months
Sponsor, PM	Project is delivered within scope	Efficiency	Only one tool is selected. The tool meets company requirements. The purchase of the tool may include training on the tool.
Sponsor	Multiple vendors are evaluated to guarantee the best solution is selected	Efficiency	At least three different software provides are evaluated by the procurement team
Sponsor, Call Center Managers	Call center representative and manager portal	Efficiency	The tool must have a representative and a manager portal. Those two must be different
Sponsor, Call Center Managers	Tool analyzes the data from calls and gives a score to the performance of the representative	Effectiveness	Tool analyzes 100% of incoming and outgoing calls. Tool rates the performance of the representative with a percentage from 0-100%
Call Center Managers	Training on the tool is successfully delivered to call center reps and managers	Effectiveness	100% Call center representative and call center manager attendance to the meeting
Sponsor, Call Center Managers	Call center representatives adhere to the tool	Effectiveness	100% of call center representatives use the tool weekly
Sponsor	Call Center Managers adhere to the tool	Effectiveness	All five call center managers use the insights from the tool to train representatives during their weekly one-on-ones
Sponsor, Call Center Managers	Increase in productivity	Impact	Productivity increases by or by more than 20%

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CEO, Sponsor	Increase in market share	Impact	Increase of 1-3% in market share
CEO, Sponsor, Call Center Manager	Increase in cross-selling opportunities	Impact	Opportunities for cross-selling increase from 1 out of 5 calls to 3 out of 5 calls
CEO, Sponsor, Call Center Manager	Increase in customer experience	Impact	Ratings on post-attendance surveys increase from 3/5 to at least 4/5

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