Problem Identification and Stakeholder Management

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 | -39% |
| Total Number of Transactions: | 477 | 329 | -148 | -27% |
| Average Daily Sales Value: | $2,558.07 | $1,515.85 | -$1,042 | -31% |
| Average Number of Transactions per Day: | 17 | 11.5 | -5.5 | -41% |
| Average Transaction Value | $150.16 | 148.43 | -$2 | -32% |

**Most common complaints:**

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| --- | --- | --- | --- |
| **Ref** | **Complaint type** | **Quantity** | **%** |
| **1.** | **Slow checkout process** | **7** | **46.7%** |
| **2.** | **Only accepts credit cards** | **3** | **20%** |
| **3.** | **Slow loading time** | **3** | **20%** |
| **4.** | **Poor UI/UX design** | **2** | **13.4%** |

**Conclusion:**

March 2024 shows a 39% decrease in total sales value and 27% decrease in the number of sales transactions compared to February 2024. However, fluctuations within March indicate that there may be other factors contributing to the decline, rather than a consistent downward trend.

The March sales data shows a decline in both transactions and total sales value, despite a consistently high website traffic. It suggests that there is a problem affecting customer engagement and conversion rates, once they visit the website.

Further analysis of customer behaviour, website performance, and external factors is necessary to identify the root cause of the decline in sales.

The customer complaints and social media comments provide qualitative evidence of user dissatisfaction and frustration with the website's functionality and design.

To prevent a further decline of sales it is paramount to improve the checkout process, add additional payment options e.g. PayPal, Apple Pay, Google Pay, improve product grouping, tagging and descriptions and resolve the issues with the page loading speed.

DELIVERABLE 2: Root Cause Analysis Questions

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| --- | --- |
|  | **Questions** |
| 1. | Why are the sales down? |
| 2. | Why are the costumers not happy with the new design? |
| 3. | Why the new design is slow and confusing and why is there only one payment option? |
| 4. | Why does the website require user account? |
| 5. | Why does the marketing team require user information? |
| 6. | Why does the marketing team prioritize information over costumer experience? |

**Root Cause Diagnosis:**

The root cause of the problem is the marketing department's decision to redesign the website without conducting market research to understand customer preferences and behaviours regarding the checkout process and payment methods. The best course of action would be to redesign the checkout process once again, taking into consideration the customers’ complaints.

DELIVERABLE 3 - User Role Analysis – Northwind Trading online store

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| --- | --- | --- |
| **User role** | **Role description** | **Concerns/Requirements** |
| Costumers | The users of the website that purchase and browse on the website | They want to have quick and easy navigation, logical grouping of products, multiple payment options, simplified checkout process with a guest checkout option (no data or minimal data collected at checkout). They are also concerned with secure payment processing and protection of their personal information. |
| Marketing Team | The Team of the company that are responsible for marketing and increasing sales for the company. | The want to collect as much as information about the user, so that they can manage website content, create landing pages, and publish blog posts, articles, and other promotional content and use analytics tools for tracking the effectiveness of marketing campaigns, monitoring website traffic, and measuring conversion rates. |
| Administrators | Responsible for managing and updating the website (product listing, pricing, promotion) and maintaining customer accounts | Website Admin wants easy-to-use tools for updating product listings, images, pricing, and promotional banners. Also wants features allowing for easy management of user accounts, permissions, and access levels, features for implementing security protocols, managing SSL certificates, and protecting against cyber threats. Of interest are also features for monitoring and optimizing website performance. backup and recovery solutions. |
| Sales Manager | The sales manager oversees sales operations and strategies, including monitoring sales performance, and optimizing sales processes to achieve revenue targets. | Access to sales data and analytics tools for tracking sales performance, identifying trends, and making data-driven decisions. Tools for managing leads, tracking customer interactions, and nurturing leads through the sales funnel. may need integration with customer relationship management (CRM). |
| IT Department | Responsible for website development, maintenance, and troubleshooting technical issues. | Developers require access to development and testing environments for building and deploying website updates, plugins, and custom features. |

DELIVERABLE 4 - Stakeholders Analysis and Mapping.

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| --- | --- | --- | --- |
| **Stakeholder** | **Project Responsibility** | **Interest/Concerns** | **Influence** |
| Northwind Management | Overall strategic Direction, decision-making, project budget, approval of project plan. | Normally their interest in a website project would be low as they are responsible for the overall strategic direction of the company. However they are concerned about the company's financial performance and reputation, so this project is on their radar – High Interest. | High influence as they have the authority to allocate resources, approve budgets, and make strategic decisions regarding the project |
| Marketing Manager | Oversees marketing efforts, including website design and promotional campaigns.  Monitors social media accounts. | High interest as they are responsible for marketing efforts, including website redesign and promotional campaigns. They are concerned about improving customer engagement, driving traffic to the website, and increasing sales. | High influence over website design and project success as they provide valuable insights into customer preferences and market trends. The marketing manager might be reluctant to re-design the checkout process as he will be losing valuable customer data. |
| Sales Manager | Oversees website sales | High interest as they are concerned about the impact of the project on sales performance and revenue generation. | High influence as they can provide input on customer preferences and drive website improvements. |
| Customer Service Team | Deals directly with customer inquiries and complaints related to the website. Provides sales support. | High interest as they deal directly with customer inquiries, complaints, and feedback related to the website. They are concerned about providing excellent customer service and addressing customer issues promptly. | Although they have firsthand knowledge of customer pain points and usability issues with the website, their influence over website design may not be very high. |
| IT Department | Involved in website development, maintenance, and technical support. | High interest as they are responsible for website development, maintenance, and technical support. They are concerned about the website's performance, security, and functionality. | High influence as they are responsible for implementing website changes and resolving technical issues. |
| Administrator | Responsible for managing and updating the website content (e.g. product listing, pricing) and maintaining customer accounts. | High interest in website design as they are directly responsible for updating the website. Provides insights into website performance. | Low influence as they only have control over website content. |
| Suppliers | Responsible for supplying products. May be impacted indirectly as depending how products are described and grouped on the website, it may impact the sales of these products. However, in this case the impact is negligible and you could omit this stakeholder from further analysis | May have some interest in website design, but it will be low. | Low Influence over website design. |
| Business Analyst / Project Manager | Responsible for leading and managing the website improvement project, running workshops, and ensuring project success within budget and timeline constraints. | Has a high interest in the project's success because they are responsible for gathering requirements, conducting stakeholder analysis, analyzing business needs, and ensuring that the project meets its objectives. | High Influence - Plays a central role in driving project success through effective analysis, planning, and stakeholder management. |
| Customers | Directly impacted by the usability and functionality of the online store. | High interest as they are the end-users of the website and directly impacted by its usability and functionality. They are concerned about finding products easily, navigating the website smoothly, and completing transactions hassle-free. Also concerned about payment security and personal data privacy. | Low influence individually, but collectively high as their feedback and behavior shape the design and ultimately success of the project. |

POWER - INTEREST GRID

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| **Low Interest – High Influence** | **High Interest- High Influence**  Costumers  Northwind management  Business Analyst  IT Department  Sales Manager  Marketing Manager |
| **Low Interest – Low Influence**  Suppliers | **High Interest – Low Influence**  Website Administrator  Costumer Services |

DELIVERABLE 5 - RACI MATRIX

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

Conclusion:

As the last step, we allocated responsibilities for completing various project tasks to various stakeholders and ensured clarity and accountability of the roles and responsibilities by presenting the stakeholders with a RACI Matrix.

By applying these techniques, we had an opportunity to deepen your understanding of problem-solving and stakeholder management, setting the stage for your future successful execution and delivery of project.