Problem Identification and Stakeholder Management – Exercise Answers Template

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 | $-27726:00 | -39% |
| Total Number of Transactions: | 477 | 323 | -154 | -32% |
| Average Daily Sales Value: | $2,558.07 | $1,416.13 | $-1,141.94 | -45% |
| Average Number of Transactions per Day: | 17 | 10.25 | -6.75 | -40% |
| Average Transaction Value | $150.16 | $135.91 | $-14.25 | -9% |

**Most common complaints:**

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| --- | --- | --- | --- |
| **Ref** | **Complaint type** | **Quantity** | **%** |
| **1.** | Checkout Issues | **7** | **0.4** |
| **2.** | Poor Design / Navigation | **4** | **0.2** |
| **3.** | Forced Registration / Account Required | **2** | **0.1** |
| **4.** | Product Descriptions | **2** | **0.1** |
| **5.** | Limited Payment Options | **1** | **0.05** |
| **6.** | Website Speed / Performance | **1** | **0.05** |

**Conclusion:** **Sales Manager’s report**

Sua’s report said “no obvious problems,” and sales were “relatively stable.” Based on the numbers above (-38.7% sales, conversion down from 15.21% → 9.90%), you should **disagree** with the "no issue" assessment: visits are stable, but conversion and AOV fell significantly — that is a clear problem.

DELIVERABLE 2: Root Cause Analysis Questions

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|  | **Questions** |
| **1.** | Why did sales fall? |
| **2.** | Why did transactions drop? |
| **3.** | Why are customers abandoning at checkout? |
| **4.** | Why was mandatory registration rolled out without safeguards? |
| **5.** | Why wasn’t UX/conversion testing done before release? |

**Root Cause Diagnosis:** A redesign that made registration mandatory and altered checkout flow was implemented without adequate usability testing or stakeholder alignment; this introduced friction that drastically reduced conversion. *(Supported by conversions falling from 15.21% → 9.90% and a high volume of checkout/registration complaints.)*

**Secondary root cause: site speed and UX**: Several customers explicitly complained about **slow pages** and **poor design/navigation**; Admin reported pages are slower and image optimization is in progress (not complete). Slow load and confusing UX will lower conversions and increase bounce. So, **performance + UX** are significant contributing factors.

**Recommended management actions (backed by facts):**

1. **Restore or enable a Guest Checkout option (high priority)** — why: evidence shows forced registration & checkout friction are top complaints (7 mentions) and conversion collapsed. Guest checkout will directly reduce abandonment**. (Supported by conversion drop: 15.21% → 9.90%.)**
2. **Simplify checkout form required fields** — Remove mandatory street/house number and any unnecessary fields; allow free-text address or “no house number” option (several complaints).
3. **Rollback or A/B test the forced-registration requirement** — If marketing still needs data, run an A/B test: Guest vs Mandatory registration and measure conversion & long-term customer lifetime value.
4. **Finish image optimization & run performance testing** — Admin notes image optimization in progress; prioritize finishing this. Monitor page load metrics (time to first byte, Largest Contentful Paint). Slow site is cited in complaints.
5. **Add multiple payment methods** (PayPal, debit, Apple/Google Pay) — one complaint explicitly cited limited payment options. Adding alternatives reduces checkout friction and may lift AOV.
6. **Improve product descriptions & navigation** — Complaints about poor navigation and vague descriptions (counts above) correspond to lower AOV and customer frustration—task marketing/content team to audit top SKUs and categories.
7. **Customer communications** — Acknowledge issues publicly (social channels) and announce fixes (guest checkout, performance improvements) to reduce negative sentiment.

**KPIs to monitor after fixes:** conversion rate (visits→transactions), average order value, transactions/day, page load time metrics, complaints count, and social sentiment volume.

DELIVERABLE 3 - User Role Analysis – Northwind Trading online store

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| **User role** | **Role description** | **Concerns/Requirements** |
| Guest Shopper | Casual visitor who wants to quickly purchase products without creating an account. | Forced registration, complicated checkout-  Quick, easy, and secure checkout. |
| Registered Shopper | Returning customer with an account who values order history and personalized promotions. | Slow load times, login bugs, unclear navigation-  Seamless login and easy reordering. |
| Mobile User | Shopper using mobile devices expects fast load times and a mobile-friendly interface. | Heavy pages, unresponsive design, slow checkout-  Fast loading speed and easy navigation on small screens. |
| Power Buyer / B2B Customer | Business or bulk buyer who orders in volume and expects reliable checkout and invoices. | Limited payment options, poor UX for bulk orders-  Efficient ordering process with multiple payment options. |
| Customer Support Agent | Supports customers experiencing checkout or account issues. | High volume of customer complaints about checkout issues-  Resolve customer issues efficiently and reduce complaint volume. |
| Website Administrator (Ali) | Maintains website operations, performance, and technical updates. | Pressure to deploy changes quickly; lack of UX testing time-  Ensure up time, page speed, and smooth functionality. |
| Marketing Team | Creates campaigns, needs access to customer data and tracking tools. | Customer backlash from forced data collection policies-  Collect customer insights for targeted marketing. |
| Sales Manager (Sua) | Monitors sales performance and provides monthly reports to management. | Difficulty identifying technical issues behind sales drops-  Maintain or increase sales volume and identify issues early. |

DELIVERABLE 4 - Stakeholders Analysis and Mapping.

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| **Stakeholder** | **Project Responsibility** | **Interest/Concerns** | **Influence** |
| CEO / Executive Sponsor | Approves project scope, budget, and strategic direction. | High | Keep closely informed; review progress and approve key decisions. |
| Project Manager | Leads planning and execution of the website redesign. | High | Lead and coordinate communication between all teams. |
| Marketing Team | Defines data collection needs and customer engagement strategy. | High | Collaborate early to balance marketing goals with UX impact. |
| Website Administrator (Ali) | Implements technical changes and ensures site performance. | High | Engage daily for progress and issue tracking. |
| Sales Manager (Sua) | Provides sales insights and monitors performance metrics. | High | Provide weekly updates on sales metrics and post-change impact. |
| Customer Support Team | Handles customer complaints and escalations. | High | Provide feedback loop from customers to development. |
| Customers / Online Shoppers | End-users who determine conversion and satisfaction rates. | High | Monitor social media, participate in surveys, provide feedback. |
| Finance / Legal Team | Ensures compliance and payment processing integrity. | Medium | Review compliance updates, support with payment integration. |
| External Payment Provider | Provides and supports payment gateway functionality. | Medium | Consult and coordinate for additional payment options. |

POWER - INTEREST GRID

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| **Low Interest – High Influence**  Customer Support Team  Customers / Online Shoppers  Marketing Team  Website Administrator (Ali) | **High Interest- High Influence**  CEO / Executive Sponsor  Project Manager |
| **Low Interest – Low Influence**  Finance / Legal Team  External Payment Provider | **High Interest – Low Influence** |

DELIVERABLE 5 - RACI MATRIX

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|  | **Project Task** | **Responsible (R)** | **Accountable (A)** | **Consulted (C)** | **Informed (I)** |
| 1 | Identify website issues (survey, focus groups, quantitative and qualitative analysis) | Business Analyst, Sales Manager | Project Manager | Marketing Team, Customer Support | CEO / Executive Sponsor |
| 2 | Requirements analysis, prioritization and User stories | Project Manager, Business Analyst | CEO / Executive Sponsor | Marketing Team, Sales Manager, Website Admin | Development Team, QA Team |
| 3 | Checkout process re-design (workshops) | UX Designer, Website Admin, Project Manager | Project Manager | Marketing Team, Customer Support | CEO / Executive Sponsor, Development Team |
| 4 | Usability testing | UX Designer, QA Team | Project Manager | Marketing Team, Sales Manager, Customer Suppor | CEO / Executive Sponsor |
| 5 | Development of the new checkout and website re-design | Development Team, Website Admin (Ali) | Project Manager | UX Designer, QA Team | CEO / Executive Sponsor, Marketing Team |
| 6 | Website launch | Website Admin, Development Team | Project Manager | QA Team, Marketing Team | CEO / Executive Sponsor, Customer Support |
| 7 | Monitor website performance and user feedback | Website Admin, Business Analyst | Sales Manager | Marketing Team, Customer Support | Project Manager, CEO / Executive Sponsor |
| 8 | Provide customer support and assistance | Customer Support Team | Customer Support Manager | Website Admin, Marketing Team | Project Manager |
| 9 | Review and analyze sales data and customer feedback | Sales Manager, Business Analyst | CEO / Executive Sponsor | Marketing Team, Website Admin | Project Manager |
| 10 | Evaluate the effectiveness of implemented changes |  | CEO / Executive Sponsor | Project Manager, Marketing Team | All Stakeholders |

Conclusion:

* **R (Responsible):** the people performing the task (e.g., BA, Dev Team, UX Designer).
* **A (Accountable):** the single owner who ensures the task is completed (usually the PM or CEO).
* **C (Consulted):** those providing expert input (Marketing, Sales, Support).
* **I (Informed):** those kept up to date (Executives, wider teams).