Problem Identification and Stakeholder Management – Exercise Answers Template

Step 1: Problem identification

DELIVERABLE 1: Qualitative and Quantitative Analysis and Recommendations

Sales Statistics	Feb-24 TOTAL	Mar-24 TOTAL	Difference Value	%
Total Sales Value:	$71,626.00	43900	27726	-38%
Total Number of Transactions:	477	323	154	-32%
Average Daily Sales Value:	$2,558.07	1567.86	990.21	-39%
Average Number of Transactions per Day:	17	11.53	5.47	-32%
Average Transaction Value	$150.16	138.52	11.64	-8%

Most common complaints:

Ref	Complaint type	Quantity	%
1	Checkout Process Issues	6	40%
2	Website Design Issues	3	20%
3	Forced Registration	2	13%
4	Poor Navigation	1	6.7%
5	Limited Payment Options	1	6.7%
6	Website Performance Issues	1	6.7%
7	Poor Product Descriptions	1	6.7%

Sales manager report:

Yes, I agree with the Sales Manager's analysis. She correctly observes that overall traffic has not decreased website visits even increased slightly indicating that customer interest remains strong. The drop in sales is not due to external market factors or lack of demand, but rather issues introduced by the website redesign, particularly the new checkout process, forced registration, and usability challenges. This aligns with both the customer complaints and the quantitative sales data, confirming that the root cause of the March decline is checkout friction and website usability problems, not the products or market demand.

Conclusion:

Northwind Trading's March sales dropped sharply (−38% revenue, −32% transactions). Most customer complaints (40%) relate to checkout issues, with others citing website design, forced registration, poor navigation, limited payment options, performance, and unclear product descriptions. The data shows the decline is due to website usability and checkout friction, not lack of customer interest.

Recommendations:

1. Simplify checkout, allow guest purchases and reduce steps.

2. Improve website design & navigation for easier product discovery.

3. Optimize performance, faster load times, mobile-friendly.

4. Expand payment options to meet customer preferences.

5. Enhance product descriptions for clarity.

6. Monitor feedback and sales to iteratively fix issues.

Goal: Restore conversions, reduce complaints, and recover revenue.

	Questions	Answers
1	Q: Why did total sales decrease by 38% in March?	**Stakeholder (Sales Manager):** Because the number of completed transactions dropped by 32%.
2	Q: Why did the number of transactions decrease?	**Stakeholder (E-Commerce Analyst):** Our cart abandonment rate increased significantly after the website redesign.
3	Q: Why did cart abandonment increase after the redesign?	**Stakeholder (Customer Experience Manager):** Customers are complaining that the checkout process is confusing, too long, and requires account creation before purchase.
4	Q: Why was the checkout process redesigned to require account creation and additional fields?	**Stakeholder (Marketing Director):** We wanted to collect more customer data for future marketing campaigns and improve customer tracking.
5	Q: Why was customer data collection prioritized over checkout simplicity and conversion rate?	**Stakeholder (Executive Sponsor):** We assumed customers would tolerate a longer checkout process if it improved personalization and long-term marketing performance. We did not test the impact on conversion before full implementation.

Root Cause Diagnosis:

The data strongly indicates that the March revenue decline is caused by checkout friction introduced during the website redesign. Traffic has increased, demonstrating that demand remains strong. However, the 32% decline in completed transactions confirms a breakdown in the conversion process.

The highest priority action is to simplify the checkout process and remove mandatory registration. Immediate corrective action is expected to significantly restore lost revenue and prevent further customer dissatisfaction.

DELIVERABLE 3 - User Role Analysis – Northwind Trading online store

User role
Guest Customer (Unregistered User)
Registered Customer
Repeat / Loyal Customer
Mobile User
Marketing Team (Internal User)

Sales Manager			
Website Administrator (Ali)			
Customer Support Representative			

DELIVERABLE 4 - Stakeholders Analysis and Mapping.

Stakeholder	Project Responsibility	Interest/Concerns	Influence
Executive Management	Project sponsor, budget approval, strategic direction	Revenue recovery, brand reputation, ROI, risk mitigation	Very High
Project Manager (PM)	Plan, execute and monitor redesign project	On-time delivery, scope control, stakeholder alignment	High
Marketing Director	Define customer data requirements, promotional tracking	Customer data collection, campaign effectiveness, CRM growth	High
Sales Manager (Sua)	Monitor sales impact, provide performance metrics	Increase conversion rate, restore revenue, reduce transaction decline	High

Website Administrator (Ali)	Implement technical changes, performance optimization	Website stability, load speed, maintainability	Medium–High
UX/UI Designer	Improve navigation, layout, checkout experience	User-friendly interface, usability testing success	Medium
Customers (Guest & Registered)	End users of the system	Easy checkout, fast performance, clear product info, privacy	Medium (collectively High)
Customer Support Team	Handle complaints, provide feedback	Fewer complaints, clearer checkout flow	Low–Medium
Finance Department	Monitor revenue impact and project costs	Budget control, financial risk reduction	Medium

POWER - INTEREST GRID

Low Interest – High Influence	High Interest- High Influence
• Finance Department	• Executive Management • Marketing Director • Sales Manager • Project Manager
Low Interest – Low Influence • External vendors • Minor internal administrative roles	**High Interest – Low Influence** • Customers • Customer Support Team

	• UX/UI Designer

DELIVERABLE 5 - RACI MATRIX

	Project Task	EM	PM	MKT	SALES	IT	UX	CS	FIN
1	Identify website issues (survey, focus groups, quantitative and qualitative analysis)	I	A	C	C	C	R	R	I
2	Requirements analysis, prioritization and User stories	I	A	C	C	C	R	I	I
3	Checkout process re-design (workshops)	I	A	C	C	C	R	I	I
4	Usability testing	I	A	C	C	C	R	R	I
5	Development of the new checkout and website re-design	I	A	C	I	R	C	I	I
6	Website launch	A	R	C	C	R	C	I	I
7	Monitor website performance and user feedback	I	A	C	C	R	C	R	I
8	Provide customer support and assistance	I	I	I	I	C	I	R	I
9	Review and analyze sales data and customer feedback	I	A	C	R	C	I	C	C
10	Evaluate the effectiveness of implemented changes	A	R	C	C	C	C	I	C

Conclusion:

The decline in sales is not due to a lack of demand, but to friction in the checkout process introduced by the redesign. By implementing a user-centered redesign guided by stakeholder alignment and clear RACI responsibilities, Northwind Trading can restore lost revenue, reduce customer complaints, and enhance long-term customer satisfaction.