

## 1. Primary Stakeholders (Core, Must-Engage)

Stakeholder Role	Primary Responsibility in This Project	Why This Role Matters
Business Owner (COO / Head of Operations)	Executive sponsor, scope approval, value realization	Owns operational outcomes, approves investment, accountable for ROI
Operations Manager (Warehouses)	End-to-end warehouse operations across FCs	Accountable for inbound, putaway, replenishment, picking performance
Warehouse Supervisors	Day-to-day execution and exception handling	Direct users of IMS workflows; feel impact of inaccuracies immediately
Warehouse Associates	Execute receiving, putaway, picking, cycle counts	Frontline users; system usability and clarity affect execution quality
Inventory Planner	ROP, safety stock, replenishment logic	Owns planning rules that directly influence IMS behavior
Procurement / Supplier Manager	Supplier coordination, inbound issue escalation	Provides supplier reliability context (OTD, lead time), not solution owner
IT / Systems Lead (IMS Owner)	IMS configuration, feasibility, integrations	Controls what can realistically be built and how
Business Analyst	Orchestrates discovery, requirements, validation	Owns problem framing, requirements traceability, stakeholder alignment
Suppliers (External)	Deliver inventory to FCs	Treated as a risk input, not a transformation participant

## 2. Stakeholder Engagement Strategy

Stakeholder	Engagement Approach	Frequency	Purpose
Business Owner (COO)	Steering updates	Monthly	Scope approval, value alignment
Operations Manager	Core working sessions	Weekly	Process design, KPI alignment
Warehouse Supervisors	Workshops + UAT	Bi-weekly	Validate TO-BE flows, exception logic
Warehouse Associates	Walkthroughs, pilot feedback	As needed	Usability and execution realism
Inventory Planner	Deep-dive working sessions	Weekly	ROP, safety stock, replenishment rules
Procurement	Targeted check-ins	Bi-weekly	Supplier risk visibility, escalation logic
IT / Systems Lead	Design & feasibility reviews	Weekly	Confirm system behavior and constraints
Business Analyst	Continuous	Continuous	Requirements ownership and integration

### 3. RACI Matrix

This RACI covers the core workstreams of our BA project: discovery, data assessment, process mapping, requirements, and supplier improvements.

#### RACI Legend

- R = Responsible (Does the work)
- A = Accountable (Final decision-maker)
- C = Consulted (Provides input)
- I = Informed (Kept updated)

#### 3.5.1 Discovery & Current-State Assessment

Activity	R	A	C	I
Data analysis & KPI validation	Business Analyst	Operations Manager	IT Lead	COO
AS-IS process mapping	Business Analyst	Operations Manager	Warehouse Supervisors	COO
Stakeholder interviews	Business Analyst	Operations Manager	Planner, IT	COO

#### 3.5.2 Future State Design & Requirements

Activity	R	A	C	I
TO-BE process design	Business Analyst	Operations Manager	Supervisors, Planner, IT	COO
Business rules definition	Business Analyst	Operations Manager	Planner	COO
Functional requirements (BRD)	Business Analyst	Operations Manager	IT Lead	COO
User stories & UAT scenarios	Business Analyst	Operations Manager	Supervisors	COO

### 3.5.3 Validation & Readiness

Activity	R	A	C	I
UAT execution	Warehouse Supervisors	Operations Manager	BA, IT	COO
Pilot validation	Operations Manager	COO	BA	All stakeholders
Handover to operations	Operations Manager	COO	BA	All users

## 4. Why This Stakeholder Analysis Matters

- MapleDash's Inventory Optimization project impacts multiple cross-functional teams across supply chain, procurement, warehouses, and IT.
- This stakeholder analysis ensures the project engages the right people at the right time, avoiding design flaws, misaligned expectations, and post-implementation resistance.
- High-influence stakeholders shape replenishment logic, supplier parameters, and IMS design.
- High-impact stakeholders experience operational changes daily.
- This RACI ensures clear ownership, reduces ambiguity, and stabilizes future-state adoption.
- Because MapleDash operates at SMB scale, many roles span multiple responsibilities, making clarity of ownership even more critical for successful IMS enhancements.

## 5. Stakeholder Interview Guide: Role- Specific Questions

A professional, role-tailored set of interview questions to elicit pain points, constraints, needs, and requirements.

### 5.1 Business Owner (COO / Head of Ops)

**Purpose:** Strategic intent, success definition

- Which operational risks concern you most today?
- Which KPIs do you trust least?
- What must improve for this initiative to be considered successful?

### 5.2 Operations Manager

**Purpose:** End-to-end execution pain points

- Where do processes break between physical execution and IMS?
- Which exceptions consume the most supervisor time?
- What causes last-minute firefighting?

### 5.3 Inventory Planner

**Purpose:** Planning logic and parameter gaps

- How are ROP and safety stock set today?
- Which SKUs are hardest to manage?
- How do supplier delays affect planning decisions?

### 5.4 Warehouse Supervisors

**Purpose:** Ground truth on execution

- Where does the system slow you down?
- Which steps require manual workarounds?
- What causes most picking or receiving exceptions?

### 5.5 Warehouse Associates

**Purpose:** Usability and clarity

- Which tasks are confusing or repetitive?
- Where do errors usually occur?
- What system prompts would help execution?

## 5.6 IT / Systems Lead

**Purpose:** Feasibility and constraints

- How do IMS, WMS, and OMS sync today?
- Where do delays or mismatches occur?
- What enhancements are realistic in Phase 1?

## 5.7 Procurement Manager

**Purpose:** Supplier risk context

- Which suppliers are consistently late or partial?
- How are inbound issues escalated today?
- What visibility gaps exist for supplier performance?