

Project Charter

Project Title: **VALUEFRENZY BUSINESS ANALYSIS PROJECT**

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1. Project Authorization

This project has been formally authorized by:

- Sarah Jamieson, Chief Operating Officer (COO) of ValueFrenzy

The authorization entails:

- **Strategic Alignment:** Confirmation that the project supports ValueFrenzy's growth strategy by leveraging data analytics to enhance revenue, optimize operations, and drive profitability.
- **Resource Commitment:** Approval to allocate the required financial, technological, and human resources for project execution.
- **Governance & Oversight:** Assurance of executive oversight, periodic review, and strategic guidance to ensure project alignment with business priorities and prompt resolution of escalated issues.

This formal authorization empowers the project team to initiate and execute project activities with the backing of senior management, ensuring commitment to project success.

2. Project Overview

ValueFrenzy, a leading supermarket chain with over 250 stores across the USA, Mexico, and Canada, has experienced declining gross profits and inconsistent sales performance from 2021 to 2023. Market dynamics are shifting, customer preferences are evolving, and competition is intensifying—making it imperative for ValueFrenzy’s leadership to adopt a data-driven approach to decision-making.

This business analysis project aims to uncover actionable insights by analyzing three years of sales data, focusing on regional trends, product-tier performance (low-tier groceries, medium-tier household goods, and high-tier electronics), and customer purchasing behavior.

Through a structured business analysis approach—including stakeholder engagement, data exploration, and root cause analysis—the project will deliver:

- A deeper understanding of business performance, highlighting revenue trends, profitability drivers, and operational inefficiencies.
- An interactive dashboard, enabling leadership to visualize regional trends, key performance indicators (KPIs), and business challenges.
- Strategic recommendations, focusing on pricing optimization, product portfolio adjustments, and revenue-enhancing strategies.
- A supplemental business case, detailing the expected impact, potential costs, and associated risks of the proposed recommendations.

Beyond just analyzing data, this project bridges the gap between business challenges and strategic solutions, empowering ValueFrenzy’s leadership to align business initiatives with market demands and drive sustainable growth.

3. Project Objectives

This project is designed to support ValueFrenzy's strategic business objectives by leveraging data-driven insights to drive revenue growth, improve operational efficiency, and enhance customer engagement. The key project objectives are:

- **Validate Business Challenges & Identify Opportunities:**
 - Analyze historical sales data (2021–2023) to confirm declining gross profit trends and regional performance gaps.
 - Identify growth opportunities by examining revenue distribution, product-tier performance, and customer purchasing behavior.
- **Enhance Stakeholder Collaboration for Business Alignment:**

Engage with key stakeholders—including the COO, CFO, and regional managers—to validate insights, refine analysis focus, and ensure alignment with ValueFrenzy's strategic priorities.
- **Transform Data into a Usable Format for Effective Analysis:**

Clean, structure, and transform sales data from multiple sources using Excel's Power Query, Power Pivot, and DAX, ensuring accuracy and consistency for reliable analysis.
- **Generate Insights to Support Strategic Decision-Making:**

Evaluate key KPIs, including total revenue, gross profit, quantity sold, and Average Transaction Value (ATV) across regions and product tiers.
- **Develop an Interactive Decision-Support Dashboard:**

Design a user-friendly Excel dashboard to provide leadership with real-time visualization of sales performance and trends, enabling informed decision-making.
- **Deliver Data-Driven Recommendations to Drive Business Growth:**

Propose actionable solutions, such as pricing optimization, inventory adjustments, and marketing strategies, to address revenue stagnation and profitability concerns.
- **Ensure Continuous Stakeholder Engagement & Knowledge Sharing:**

Present key findings, insights, and recommendations through stakeholder workshops and presentations, ensuring buy-in and effective implementation of suggested strategies.

4. Project Scope and Timeline

4.1 Scope of the Project

In-Scope

This project focuses on leveraging historical sales data (2021–2023) to uncover insights that will drive strategic decision-making. The key activities include:

- **Business Case Validation:** Assess the challenges outlined in the initial business case, such as revenue declines, profitability gaps, and regional disparities.
- **Data Analysis & Insights:**
 - Performance Evaluation: Analyze key KPIs—Total Revenue, Gross Profit, Quantity Sold, Total Transactions, and Average Transaction Value (ATV)—across USA, Mexico, and Canada to assess financial and sales performance.
 - Customer Insights: Identify customer purchasing behaviors, product preferences, and regional demand patterns.
 - Segment Analysis: Examine low, medium, and high-tier product categories to understand their revenue and profit contributions.
 - Trend Identification: Detect year-over-year shifts, seasonal variations, and critical periods of decline impacting business performance.
- **Stakeholder Engagement:**
 - Conduct requirement-gathering sessions with key stakeholders (COO, CFO, regional managers) to align business needs with analytical objectives.
 - Establish feedback loops to refine insights and ensure alignment with ValueFrenzy's strategic priorities.
- **Strategic Recommendations:**
 - Propose data-driven pricing, product, and marketing strategies to recover ATV and improve profitability.
 - Recommend targeted customer engagement initiatives such as region-specific marketing campaigns and promotional offers.
 - Identify opportunities for operational efficiency improvements, ensuring sustainable growth.

Out of Scope

- **Customer Survey Data:** Qualitative insights (e.g., customer satisfaction surveys) are not included unless explicitly provided.
- **Supply Chain Optimization:** While operational efficiency is considered, logistics and supply chain strategies are not analyzed in detail.
- **Internal Operations & HR Data:** Workforce management, staffing, or infrastructure analysis is not included unless it directly impacts sales or profitability.

4.2 Timeline

The project was completed over FOUR PHASES, spanning four weeks from January 27, 2025, to February 21, 2025. Key business analysis techniques such as SWOT analysis, As-Is vs. To-Be analysis, competitor benchmarking, process mapping, and stakeholder interviews were utilized throughout the project.

Phase 1 - Business Analysis Planning and Initial Preparation (Jan 27 – Jan 31, 2025)

- **Stakeholder Engagement & Interviews:** Conducted meetings with Sarah Jamieson (COO) and other key stakeholders to define business challenges, objectives, and project scope. Gathered insights on ValueFrenzy's strategic priorities.
- **SWOT Analysis:** Assessed ValueFrenzy's strengths, weaknesses, opportunities, and threats to contextualize the project objectives.
- **Gap Analysis:** Outlined the current state of sales performance and envisioned future improvements based on expected project outcomes.
- **KPIs and Success Metrics:** Collaborated with stakeholders to finalize key performance indicators (Total Revenue, Gross Profit, Quantity Sold, Total Transactions, ATV) and segmentation criteria by region and product tier to track project outcomes.
- **Project Charter Sign-off:** Sarah (COO) reviews the charter along with business case and signs off Charter.
- **Data Collection:** Gathered historical sales data from the USA, Mexico, and Canada for 2021, 2022, and 2023, ensuring alignment with project objectives.
- **Initial Data Review:** Conducted a cursory review of the raw data to identify major gaps, inconsistencies, or potential risks that could affect analysis.

Phase 2 - Data Preparation and Validation (Feb 03 – Feb 07, 2025)

- **Data Cleaning & Transformation:** Addressed missing values, duplicates, and inconsistencies using Power Query. Ensured structured data format for accurate analysis.
- **Data Validation:** Conducted iterative validation with stakeholders to confirm data accuracy and alignment with business needs.
- **Benchmarking Analysis:** Assessed ValueFrenzy's performance by comparing internal regional trends and aligning with industry benchmarks where relevant.
- **Process Mapping:** Identified key operational inefficiencies affecting revenue and ATV trends, linking them to potential areas for improvement.

Phase 3 - In-Depth Analysis and Insights Development (Feb 10 – Feb 14, 2025)

- **Comprehensive Data Analysis:** Conducted deep analysis of KPIs segmented by region, product tier, and time. Examined revenue trends, ATV fluctuations, and profitability patterns.
- **Trend Identification & Business Implications:** Highlighted significant sales trends, seasonal patterns, and regional disparities, assessing their impact on business strategy.

- **Key Findings & Business Implications:** Synthesized insights into meaningful business implications, linking data-driven observations to potential strategic actions.
- **Stakeholder Feedback and Refinement:** Shared preliminary insights with stakeholders, refining the analysis based on feedback to enhance decision-making relevance.

Phase 4 - Deliverables and Stakeholder Presentation (Feb 17 – Feb 21, 2025)

- **Final Deliverables:** Developed a comprehensive report detailing findings, insights, and strategic recommendations. Designed an interactive Excel dashboard for visualizing KPIs and trends.
- **Presentation and Business Case Linkage:** Delivered a structured presentation emphasizing key insights, business implications, and actionable recommendations. Integrated refined business case justifications.
- **Handover and Follow-Up:** Provided stakeholders with finalized deliverables and offered ongoing support for implementing recommendations. Ensured business value realization through post-project follow-up discussions.

5. Assumptions and Constraints

5.1 Assumptions

- **Business Continuity:** ValueFrenzy is assumed to have operated without significant interruptions (e.g., store closures, supply chain breakdowns, or regulatory changes) that would distort historical sales trends.
- **Macroeconomic Stability:** External factors such as inflation, supply chain disruptions, and changes in consumer behavior post-2021 are assumed to have influenced consumer purchasing power and product availability consistently across regions. While these factors influenced all regions, they were not exclusive to ValueFrenzy. Also, these factors provide the backdrop for analyzing internal performance metrics but are not the primary focus of this project.
- **Regional Sales Consistency:** Consumer behavior and sales performance are assumed to exhibit stable patterns across the USA, Mexico, and Canada during the analysis period, barring region-specific outliers like seasonal preferences or policy changes.
- **Comparable Store Operations:** Stores within each region are assumed to follow uniform operational practices, including inventory management, promotional strategies, and pricing policies, ensuring comparability of sales data.
- **Market Position Stability:** ValueFrenzy's market share is assumed to have remained relatively stable during 2021-2023. Sales trends are interpreted as being influenced more by internal decisions (e.g., pricing, promotions, and inventory management) than by significant competitive pressures or market disruptions.
- **Product Portfolio Stability:** It is assumed that no major product introductions or discontinuations occurred during the analysis period, ensuring a consistent product mix across years. Any exceptions are either documented or not material enough to significantly impact the analysis.
- **Predictable Consumer Trends:** Customer purchasing behavior is assumed to align with Retail and Consumer Goods industry norms, where low-tier products drive volume, and medium- and high-tier products drive profitability. These patterns serve as the baseline for analyzing performance by product tier.

5.2 Constraints

- **Limited Time Frame:** The analysis is restricted to sales data from 2021 to 2023. Insights and recommendations are focused exclusively on this period, with no evaluation of historical trends before 2021 or projections beyond 2023.
- **Data Granularity:** The dataset may lack detailed information on factors like specific promotions, marketing campaigns, or granular product performance metrics, which limits the ability to analyze their direct impact on sales and profitability.
- **Regional Variability:** Differences in consumer behavior, economic conditions, and regulatory environments across the USA, Mexico, and Canada create challenges in applying uniform metrics (KPIs) or recommendations across regions.
- **Tool Limitations:** The project leverages Microsoft Excel for data cleaning, transformation, and analysis. While this ensures accessibility, more advanced tools (e.g., SQL, Python, or Power BI) may have been better suited for handling larger datasets or conducting complex analyses.
- **Operational and Supply Chain Data Exclusion:** The project scope is limited to sales data and does not include operational data such as supply chain logistics, staffing levels, or inventory turnover, which could provide additional context for the analysis.
- **Limited External Context:** The project does not include external data such as competitor performance, broader market trends, or inflation metrics. Insights are based solely on internal sales data provided by ValueFrenzy.
- **Stakeholder Availability:** Timely feedback from stakeholders, including Sarah Jamieson (COO) and regional managers, is essential to keeping the project on track. Any delays in stakeholder input could impact project milestones.
- **Unpredictable Events:** The analysis assumes that any major disruptions (e.g., natural disasters, political changes, or pandemics) that occurred during 2021-2023 are either reflected in the sales data or explicitly documented. Undocumented events may not be accounted for in the analysis.
- **No Access to External Consumer Insights:** Data related to external consumer behavior (e.g., loyalty programs, foot traffic patterns, competitor benchmarking) is not included unless explicitly provided by ValueFrenzy, limiting the scope of consumer trend analysis.

By addressing these assumptions and constraints, the project will focus on providing actionable insights from the internal sales data of ValueFrenzy. These insights are intended to help the company address its revenue and profitability challenges across regions.

6. Stakeholder Roles and Responsibilities

Sarah Jamieson – Chief Operating Officer (COO)

Role: Project Sponsor

As the COO, Sarah serves as the project sponsor and ultimate decision-maker, ensuring alignment with ValueFrenzy's strategic objectives—particularly improving operational efficiency and profitability across regions. She provides final approvals for key deliverables, including the insights report, and acts as an escalation point for risks or issues encountered during the project.

David Lee – Chief Financial Officer (CFO)

Role: Financial Oversight

David oversees the financial aspects of the project, focusing on cost analysis and profitability insights. He ensures that financial performance trends across product tiers and regions are accurately assessed. His role is crucial in evaluating the feasibility of recommendations and ensuring they align with ValueFrenzy's broader financial goals.

Amanda Cole – Head of Sales and Marketing

Role: Sales and Marketing Alignment

Amanda provides insights into sales trends and customer behavior, ensuring that recommendations consider the impact of marketing strategies, pricing, and promotions. She ensures that the insights are actionable within the broader sales and marketing framework, helping optimize future strategies.

Michael Rogers – Regional Manager, USA

Role: Regional Performance Evaluation (USA)

Michael provides insights into the USA market, ValueFrenzy's largest revenue driver. He interprets the analysis from an operational perspective, ensuring that regional challenges, consumer trends, and market-specific factors are considered. He reviews regional recommendations to ensure they are practical and effective.

Isabella Martinez – Regional Manager, Mexico

Role: Regional Performance Evaluation (Mexico)

Isabella evaluates sales and profitability trends in Mexico, a key revenue contributor. She interprets how market trends—particularly in lower-tier product sales—impact the business and ensures regional recommendations align with consumer preferences and operational realities.

Ethan Carter – Regional Manager, Canada

Role: Regional Performance Evaluation (Canada)

Ethan oversees operations in Canada and contributes insights into this smaller but valuable market. His role is essential in assessing regional factors influencing Average Transaction Value (ATV) and overall profitability in Canada.

Karen Blake – Head of Product Development and Strategy

Role: Product Strategy and Innovation

Karen plays a key role in shaping the product mix and optimizing profitability. She evaluates insights related to product-tier performance. Karen's feedback will help guide the team on how product development can be aligned with the insights to support better decision-making, improve inventory management, and refine product pricing strategies.

Nitin Kunigal – Consultant (Business Analyst)

Role: Business Analyst and Liaison

As the Business Analyst, Nitin plays a pivotal role in transforming raw data into actionable business insights. His responsibilities span the entire project lifecycle, from initial requirements gathering to the final recommendations. He works closely with stakeholders to define key performance indicators (KPIs) and establish business objectives, ensuring that the data analysis aligns with ValueFrenzy's strategic goals.

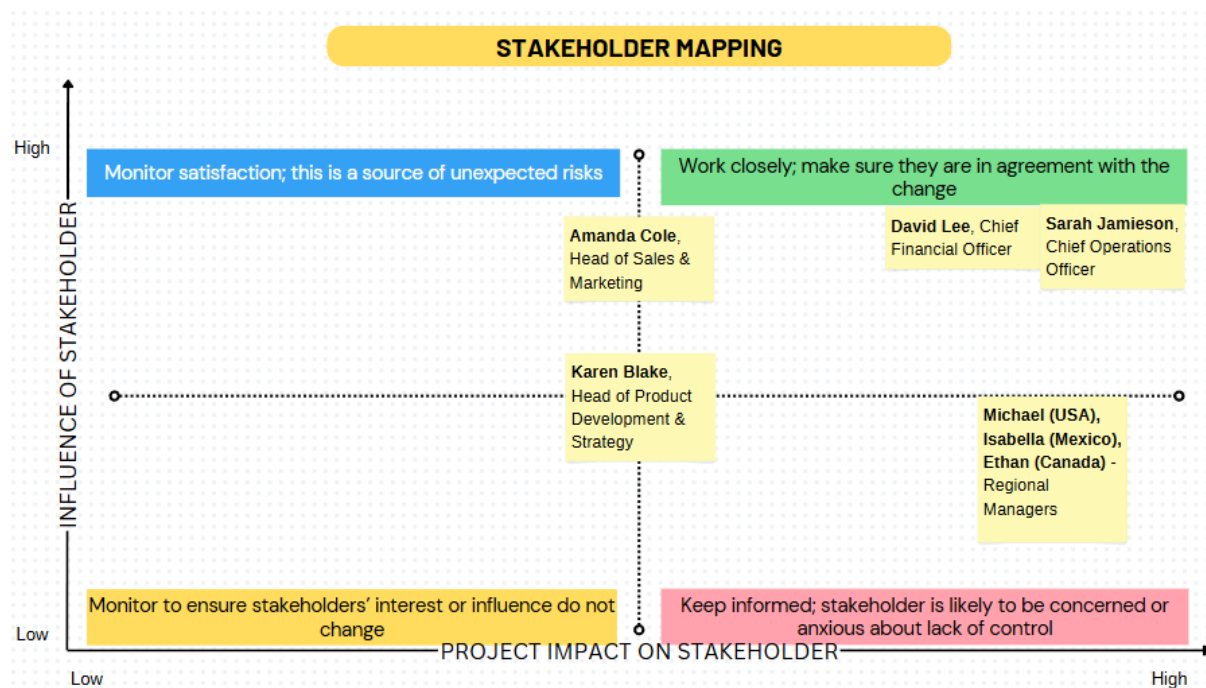
Nitin's Key Responsibilities:

- Requirements Gathering: Engages with stakeholders to define business needs, ensuring the analysis addresses critical challenges in sales performance, profitability, and operational efficiency.
- Business Case Development:
 - Collaborating with stakeholders to define the problem statement, identifying gaps in sales performance, profitability, and operational efficiency that the project aims to address.
 - Establishing project objectives in measurable terms, such as improving gross profit margins, optimizing regional strategies, or increasing customer retention through data-backed insights.
 - Outlining the expected outcomes and benefits of the analysis, including enhanced data-driven decision-making, operational efficiencies, and revenue growth opportunities.
 - Preparing the business justification for the project to secure stakeholder buy-in and ensure alignment with organizational priorities.

- KPI Definition: Collaborates with stakeholders to determine the most relevant KPIs for each region and product tier, ensuring the analysis focuses on key business drivers.
- Data Analysis & Insights: Leads data analysis, uncovering trends, challenges, and opportunities to enhance regional and product-tier performance.
- Stakeholder Engagement: Ensures continuous feedback integration, refining strategies and recommendations based on input from leadership and regional teams.
- Reporting and Visualization: Synthesizes insights into a structured business case report, delivering recommendations aligned with ValueFrenzy's strategic goals. Develops and presents an interactive dashboard to support data-driven decision-making.

7. Stakeholder Analysis

7.1 Influence-Impact Mapping



We'll divide stakeholders into four quadrants based on their level of INFLUENCE on the Project and the level of IMPACT that the Project has on Them:

- **High Influence, High Impact (Work Closely):** These stakeholders have high influence on your project and the project has high impact on them. These are the key players in your change effort and you should focus your efforts and engage this group really regularly. You need to work with them probably even daily to ensure they're satisfied.
- **High Influence, Low Impact (Monitor Closely):** These stakeholders have high influence, but the impact of the project on them is not that high. This is a group that you need to constantly monitor. Their decisions can affect your project dramatically, but you don't know when and why they would make those decisions because there is no direct impact on their lives. These people are typically the source of your unexpected risks. That is why you want to monitor them closely to ensure that you are prepared for any unexpected things that may come out of this group of people.
- **Low Influence, High Impact (Keep Informed):** These stakeholders have low influence on the project, but the project has a high impact on them. Typically, this will be the end users that are going to use your solution or the people whose daily work processes are going to be changed. So, you need to make sure they are aware of the change that they are trained to use the solution and they are empowered to do so. Work with them daily and they may become your ambassadors for change in the business if you work with them wisely.

- **Low Influence, Low Impact (Monitor with minimum effort):** These people have little influence and are not impacted much by the solution. They don't need much attention, but you should still monitor to ensure they do not change their status and they do not go into any of the other groups.

Stakeholder	Influence Level	Impact Level	Placement in the Matrix
Sarah Jamieson (COO)	High	High	Work Closely
David Lee (CFO)	High	High	Work Closely
Amanda Cole (Head of Sales & Marketing)	High	Medium	Monitor Closely
Michael Rogers (Regional Manager, USA)	Medium	High	Keep Informed
Isabella Martinez (Regional Manager, Mexico)	Medium	High	Keep Informed
Ethan Carter (Regional Manager, Canada)	Medium	High	Keep Informed
Karen Blake (Head of Product Development & Strategy)	Medium	Medium	Monitor Closely

Justification for Each Placement

High Influence, High Impact (Work Closely) – Key Decision Makers

Sarah Jamieson (COO) & David Lee (CFO)

- Sarah (COO) drives operational strategy and oversees company-wide decision-making. The project directly impacts her ability to optimize operations.
- David (CFO) ensures financial integrity and strategic alignment. Since the analysis includes revenue, profit, and ATV, he has direct influence.
- Both actively drive project direction and decision-making and need regular engagement.

High Influence, Low-to-Medium Impact (Monitor Closely) – Potential Risk Sources

Amanda Cole (Head of Sales & Marketing)

- High influence as marketing and sales drive revenue, influencing pricing strategies and promotions that affect data trends.

- Medium impact because she doesn't work directly on data analytics but relies on insights for campaigns.
- Should be monitored closely to anticipate potential marketing-driven fluctuations in data.

Low Influence, High Impact (Keep Informed) – Directly Affected Users

Michael Rogers (Regional Manager, USA), Isabella Martinez (Regional Manager, Mexico), Ethan Carter (Regional Manager, Canada)

- Medium influence as they report regional sales and operational performance but do not make company-wide decisions.
- High impact because they are the ones executing strategies based on insights from this project.
- They need continuous updates and training to make informed business decisions.

Medium Influence, Medium Impact (Monitor Closely) – Strategic Contributors

Karen Blake (Head of Product Development & Strategy)

- Medium influence as she shapes product strategy, which indirectly affects sales performance.
- Medium impact as insights from this project might influence product strategies but are not the primary driver of her decisions.
- Needs to be monitored for potential strategic shifts.

7.2 Stakeholder Engagement Strategies

Stakeholder	Engagement Strategy	Frequency	Mode of Engagement
Sarah Jamieson (COO) (High Influence, High Impact – Work Closely)	Active collaboration & strategic alignment: Keep Sarah involved in key decisions, project progress, and final recommendations. Seek her input early to align with operational strategy.	Weekly / As needed	One-on-One Meetings, Executive Reports, Emails, Presentations
David Lee (CFO) (High Influence, High Impact – Work Closely)	Financial validation & strategic insights: Engage David to ensure financial data accuracy, provide updates on revenue trends, and align recommendations with financial strategy.	Bi-Weekly / As needed	Financial Reports, One-on-One Meetings, Presentations, Emails
Amanda Cole (Head of Sales & Marketing) (High Influence, Low Impact – Monitor Closely)	Periodic updates & risk monitoring: Keep Amanda informed about trends affecting sales & marketing strategies. Address any concerns about pricing, promotions, or market shifts.	Monthly / As needed	Reports, Emails, Review Meetings
Michael Rogers (Regional Manager, USA) (Medium Influence, High Impact – Keep Informed)	Insights-driven decision support: Provide clear, actionable insights on sales trends, operational efficiencies, and customer behaviors to support local decision-making.	Bi-Weekly	Dashboards, Regional Reports, Email Summaries
Isabella Martinez (Regional Manager, Mexico) (Medium Influence, High Impact – Keep Informed)	Same as Michael – Focus on localized insights for Mexico.	Bi-Weekly	Dashboards, Regional Reports, Email Summaries
Ethan Carter (Regional Manager, Canada) (Medium Influence, High Impact – Keep Informed)	Same as Michael – Focus on localized insights for Canada.	Bi-Weekly	Dashboards, Regional Reports, Email Summaries
Karen Blake (Head of Product Development & Strategy) (Medium Influence, Medium Impact – Monitor Closely)	Strategic product alignment: Provide Karen with insights on product performance trends, customer preferences, and opportunities for product improvement.	Monthly	Strategic Reports, Email Updates, Occasional Meetings

7.3 Summary of Engagement Strategies by Quadrant

1. High Influence, High Impact (Work Closely) – Sarah & David
 - a. Engage frequently to ensure alignment with business strategy.
 - b. Use executive-level reports & direct meetings to update them.
 - c. Incorporate their feedback in strategic decision-making.
2. High Influence, Low Impact (Monitor Closely) – Amanda
 - a. Keep an eye on potential risks from sales & marketing initiatives.
 - b. Provide timely updates on trends affecting her team.
 - c. Monitor any unexpected changes in sales behavior.
3. Low Influence, High Impact (Keep Informed) – Regional Managers
 - a. Share regional reports & dashboards to empower decision-making.
 - b. Ensure they understand insights to act on them effectively.
 - c. Make data accessible & digestible to drive performance.

7.4 RACI Matrix

Activity / Task	Nitin (Business Analyst)	Sarah (COO)	David (CFO)	Amanda (Sales & Marketing)	Karen (Head of Product Strategy)	Michael (USA)	Isabella (Mexico)	Ethan (Canada)
1. Project Planning & Requirements Gathering	R	A	C	C	C	C	C	C
2. Data Collection & Validation	R	I	A	C	C	C	C	C
3. KPI Definition & Business Case Development	R	A	C	C	C	C	C	C
4. Data Analysis & Insights Generation	R	I	A	C	C	C	C	C
5. Stakeholder Feedback & Iteration	R	A	C	C	C	C	C	C
6. Reporting & Final Presentation	R	A	C	C	C	I	I	I
7. Decision-Making & Strategy Implementation	I	A	R	R	R	C	C	C

7.41 Breakdown of RACI Assignments

1. Project Planning & Requirements Gathering

- Nitin (R) – As the Business Analyst, he leads stakeholder discussions to define key business questions, project scope, and KPIs.
- Sarah (A) – As the Project Sponsor, she ensures alignment with ValueFrenzy’s strategic goals and gives the final go-ahead.
- Amanda, David, Karen, Regional Managers (C) – They provide critical business insights (sales trends, financial goals, product mix, regional nuances) to shape the project’s scope.

2. Data Collection & Validation

- Nitin (R) – He manages data collection, verifies completeness, and ensures accuracy before analysis begins.
- Michael, Isabella, Ethan (C) – Regional managers contribute localized knowledge to validate whether sales patterns align with operational realities.
- David (A) – As CFO, he oversees the financial integrity of data collection.
- Sarah (I) – She is updated but doesn’t get involved in raw data handling.

3. KPI Definition & Business Case Development

- Nitin (R) – He translates business needs into measurable KPIs.
- Sarah (A) – She ensures KPIs align with ValueFrenzy’s high-level strategic vision.
- David, Amanda, Karen, Regional Managers (C) – They help define KPIs relevant to their respective areas (finance, sales, products, regions).

4. Data Analysis & Insights Generation

- Nitin (R) – He conducts the core analysis and identifies trends.
- David (A) – As CFO, he ensures financial accuracy and approves the final financial insights.
- Amanda, Karen, Regional Managers (C) – They provide input on interpreting trends (e.g., whether a sales dip was due to pricing, promotions, or supply chain issues).
- Sarah (I) – She is updated but doesn’t get involved in actual data analysis.

5. Stakeholder Feedback & Iteration

- Nitin (R) – He incorporates feedback into the analysis and adjusts insights.
- Sarah (A) – She ensures that the analysis reflects ValueFrenzy’s business priorities.
- Amanda, David, Karen, Regional Managers (C) – They review insights for practical business relevance.

6. Reporting & Final Presentation

- Nitin (R) – He prepares the report, presentation, and dashboard.
- Sarah (A) – She gives final approval on deliverables.

- David, Amanda, Karen (C) – They review findings and validate recommendations.
- Regional Managers (I) – They are informed about the results but don't need to approve the final report.

7. Decision-Making & Strategy Implementation

- Sarah (A) – She ensures that recommendations are aligned with ValueFrenzy's business objectives.
- David, Amanda, Karen (R) – They take ownership of implementing financial, sales, and product-related recommendations.
- Regional Managers (C) – They contribute by implementing regional strategies at the ground level.
- Nitin (I) – As the analyst, his role ends after delivering insights; he is informed about decisions but doesn't implement them.

7.42 Key Takeaways

- Nitin (Business Analyst) is Responsible for all technical tasks—gathering requirements, data analysis, and reporting.
- Sarah (COO) is Accountable for ensuring alignment with business strategy and making final decisions.
- David (CFO), Amanda (Head of Sales), Karen (Head of Product) play a Consulted role in defining business needs, interpreting results, and driving implementation.
- Regional Managers provide Consulted input for region-specific trends and feasibility but are mostly Informed on overall project progress.

This structure ensures clear ownership, avoids bottlenecks, and keeps all stakeholders engaged at the right levels.

8. Deliverables

1. Business Case

- Defines the project's rationale, scope, and strategic alignment with ValueFrenzy's goals.
- Highlights key business challenges and expected outcomes.

2. Project Charter

- Serves as the official document that authorizes the project.
- Includes:
 - Project objectives, scope, and key milestones.
 - High-level roles & responsibilities.
 - Success criteria and project constraints.

3. Business Analysis & Insights Document

- A qualitative & strategic analysis document, complementing the data-driven findings.
- Includes:
 - SWOT Analysis – Strengths, Weaknesses, Opportunities, and Threats for ValueFrenzy.
 - Process Mapping – Visualizing key business processes relevant to sales & operations.
 - Stakeholder Interviews (Hypothetical) – Insights from different business functions on challenges & expectations.
 - Risk Assessment – Identifying potential business risks based on data insights.

4. Excel Dashboard

- Features
 - KPI tracking (Total Revenue, Gross Profit, Quantity Sold, ATV).
 - Regional and product-tier filtering for deeper insights.
 - Interactive and tailored for stakeholder needs.

5. Final Project Report

- Comprehensive summary of findings & strategic recommendations.
- Includes:
 - Business challenges & root cause analysis.
 - Insights from sales performance trends.
 - Actionable solutions for operational efficiency & growth.

6. Stakeholder Presentation

- Designed for senior leadership with high-level insights & recommendations.
- Focus: Business impact, ROI analysis, and next steps.

7. Video Presentation (Optional, if needed)

- Recorded walkthrough of the dashboard and key insights.
- Great for asynchronous review by stakeholders.

9. Budget and Resources

9.1 Budget Considerations

9.1.1 Human Resource Costs

- Cost consideration comes in the form of effort allocation, rather than direct budget impact.
- Total estimated effort: 80-90 hours allocated across all project phases.
- Business Analyst Effort: 80-90 hours (absorbed within existing workload, no additional hiring).
- Internal Teams (Sales, Finance, IT): Contributing as part of their regular duties (cost is already factored into salaries).
- Stakeholder engagement sessions to be conducted during regular working hours to minimize operational disruptions.
- Opportunity Cost: Since stakeholders dedicate time to engagement sessions, their focus on core business operations may be temporarily reduced.

9.1.2 Software & Equipment Costs

- No incremental costs for tools, as existing licenses and infrastructure suffice.

9.1.3 Miscellaneous

- Minimal costs for printing final reports & presentations, if required.

9.2 Software & Tools

9.2.1 Primary Tools

- Microsoft Excel (including Power Query, Power Pivot, and DAX) will be the primary tool for analysis, with existing internal systems supporting data extraction and storage.

9.2.2 Additional Tools

- No new software purchases or subscriptions are required, as all tools are readily available within the organization.

9.3 Resource Allocation

9.3.1 Human Resources

- Business Analyst (Nitin Kunigal): Lead for requirements gathering, business case development, stakeholder engagement, analysis, and dashboard development.
- Internal Stakeholders: Regional managers and department heads provide business insights.

- IT Support Team: Assists with data preparation and access to relevant systems.

9.3.2 Physical and Digital Resources

- Internal data systems for data storage and transfer.
- Existing Microsoft Office Suite licenses for documentation and reporting.

9.3.3 Documentation

- All project documents like Charter, Business Analysis & Insights document, and implementation plans will be created using existing office software tools (e.g., Microsoft Word, Excel, PowerPoint).

9.4 Estimated Effort

80-90 hours across all project phases, covering requirements elicitation, analysis, stakeholder engagement, data analysis, and dashboard development.

9.4.1 Requirements Gathering & Business Case Development: 10-15 hours

- Includes eliciting requirements from stakeholders, documenting project goals/ objectives, and developing business cases.

9.4.2 Data Cleaning, Analysis, and KPI Development: 35-40 hours

- Cleaning raw sales data, deriving KPIs, and conducting exploratory analysis to align with business needs.

9.4.3 Stakeholder Engagement & Reporting: 20-25 hours

- Regular updates, workshops, and iterative feedback sessions to ensure alignment.

9.4.4 Dashboard Creation & Finalization: 15-20 hours

- Designing, refining, and testing the Excel dashboard for usability.

9.5 Effort Rationale

9.5.1 Flexibility in Effort Allocation

- Time allocation varies based on data complexity, stakeholder feedback cycles, and dashboard revisions.

9.5.2 Key Time-Consuming Activities

- Requirements Gathering: Aligning expectations and defining key project deliverables.
- Data Transformation: Cleaning and validating data in Excel.
- Stakeholder Engagement: Ensuring frequent communication and iterative refinement.
- Dashboard Refinements: Customizing the dashboard based on feedback.

10. Risk Management

10.1 Data Quality Issues

Potential gaps, inconsistencies, or missing data could compromise the accuracy of analysis and recommendations.

10.1.1 Mitigation

- Apply robust data cleaning techniques using Power Query and maintain an audit log of transformations.
- Document data cleaning assumptions for stakeholder transparency.
- Collaborate with the IT team to verify data completeness and integrity before final analysis.

10.2 Stakeholder Availability

Limited availability of key stakeholders could delay requirements gathering, feedback, and approval processes.

10.2.1 Mitigation

- Schedule key meetings at project initiation, ensuring stakeholder buy-in.
- Use asynchronous communication (emails, shared documents) to gather inputs when stakeholders are unavailable.
- Escalate persistent delays to senior management when necessary to resolve conflicts and maintain momentum.

10.3 Tool Limitations

Excel's performance with large datasets may lead to slow processing, errors, or reduced efficiency.

10.3.1 Mitigation

- Breakdown analysis into smaller, manageable data chunks.
- Optimize DAX measures instead of Calculated Columns in Power Pivot (Excel).
- Consider scaling down analysis complexity or collaborating with IT for alternative solutions if needed.

10.4 Requirements Misalignment

Misunderstanding business requirements could lead to deliverables that fail to meet stakeholder expectations.

10.4.1 Mitigation

- Conduct detailed requirements workshops and confirm expectations with stakeholders.

- Use a Business Requirements Document (BRD) to clearly outline goals and expectations.
- Involve stakeholders in reviewing intermediate deliverables to avoid misalignment.

10.5 Scope Creep

Uncontrolled scope changes could increase workload, extend timelines, or cause deliverable deviations.

10.5.1 Mitigation

- Clearly define the project scope in the Project Charter and BRD.
- Implement a formal change request process to evaluate and approve changes.
- Regularly review scope with stakeholders to avoid deviations.

10.6 Data Security Risks

Unauthorized access or data breaches could expose sensitive business information.

10.6.1 Mitigation

- Adhere to company data security policies for handling confidential data.
- Store data in secure, access-controlled environments.
- Use anonymized datasets (for analysis) where possible to reduce exposure risks.

10.7 Timeline Constraints

The project must be completed within the allocated 80-90 hours, and delays in any phase (e.g., stakeholder reviews, data preparation) could impact deliverables.

10.6.1 Mitigation

- Set realistic milestones and track progress using a task management tool.
- Prioritize critical tasks (e.g., KPI development, stakeholder reviews) to avoid last-minute rushes.
- Conduct regular progress reviews to identify and mitigate delays early.

Risk Matrix

Creating a simple risk matrix can visually depict the severity and likelihood of each risk, helping prioritize mitigations. Here's an example:

Risk	Likelihood	Impact	Risk Level	Mitigation Priority
Data Quality Issues	High	High	Critical	High
Stakeholder Availability	Medium	High	High	High
Tool Limitations	Medium	Medium	Moderate	Medium
Requirements Misalignment	Medium	High	High	High
Scope Creep	Medium	Medium	Moderate	Medium
Data Security Risks	Low	High	Moderate	High
Timeline Constraints	High	High	Critical	High

- Risk Level Calculation: Combine the likelihood (low, medium, high) and impact to determine the overall risk level.
- Mitigation Priority: Assign higher priority to risks with higher levels.

11. Project Success Criteria

11.1 Deliverables

11.1.1 Interactive Dashboard

- Delivery of a user-friendly, interactive Excel dashboard that enables stakeholders to explore data intuitively, identify key trends, and make informed decisions.
- Ensures ease of use for both technical and non-technical users, with clear visualizations and dynamic filtering options.

11.1.2 Comprehensive Business Analysis Documentation

- Completion of structured business analysis documents, including the Business Requirements Document (BRD), Business Case, and Recommendations Implementation Plan.
- Ensures a well-documented, structured approach to analysis and decision-making.

11.1.3 Transparency and Accountability

- Clear documentation of data cleaning steps, assumptions, methodologies, and calculations to maintain transparency and stakeholder trust.

11.2 Analytical Excellence

11.2.1 Insightful Analysis

- The project effectively identifies key sales trends, pinpoints root causes of performance issues, and provides actionable, data-backed recommendations.

11.2.2 Alignment with KPIs

- All insights and recommendations are aligned with ValueFrenzy's Key Performance Indicators (KPIs) to ensure relevance to strategic objectives.

11.3 Stakeholder Satisfaction

11.3.1 Stakeholder Approval

- Positive feedback from key stakeholders (Sarah Jamieson, COO; David Lee, CFO) regarding the accuracy of the analysis, quality of insights, and usability of dashboards/documents.

11.3.2 Stakeholder Engagement Success

- Proactive and timely communication throughout the project, ensuring that stakeholders remain informed and actively engaged in decision-making.

11.4 Business Impact

11.4.1 Actionable Recommendations

- Insights translate into clear, practical recommendations that support ValueFrenzy's objectives of increasing revenue, improving profitability, and optimizing performance across regions and product tiers.

11.4.2 Implementation Readiness

- Delivery of an actionable Recommendations Implementation Plan to facilitate smooth execution of suggested improvements.

11.4.3 Return on Investment (ROI)

- Potential for measurable ROI through cost savings, optimized sales strategies, and improved customer targeting, as outlined in the Business Case.

11.5 Timeliness and Efficiency

11.5.1 On-Time Delivery

- Successful completion of all deliverables within the agreed project timeline.

11.5.2 Efficient Resource Utilization

- Effective use of allocated resources and budget while maintaining high-quality outputs.
- Ensures the project meets all quality standards without exceeding resource constraints.