

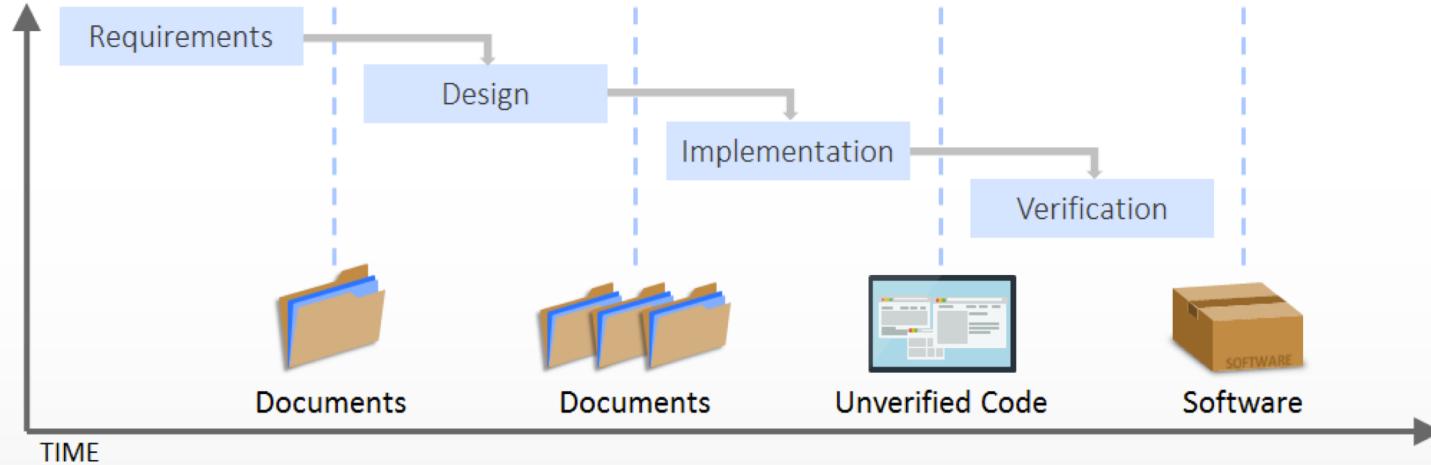
Project Risk and Lessons Learned

September 25, 2019

Today's Agenda:

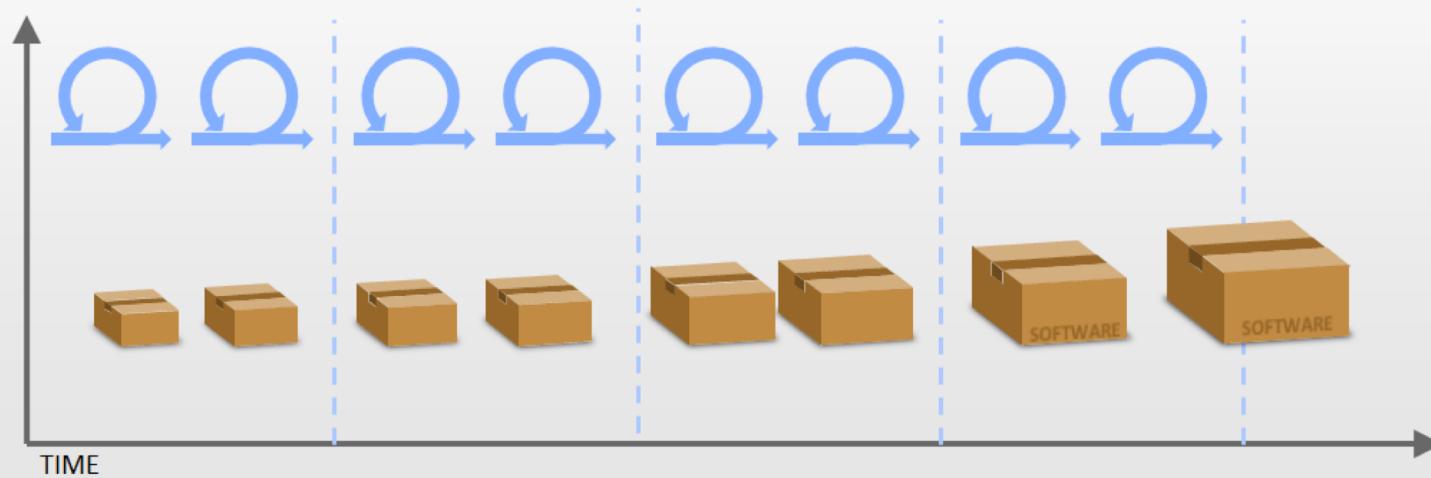
- Review
- Quiz
- IS project success???
- FBI VCF discussion
- Next class
- GP1 discussion

Structured versus agile methods



WATERFALL

Development of the software flows sequentially from start point to end point.



AGILE

Agile method proposes incremental and iterative approach to software design.



Stay informed!
Receive news and invitations about CWDS events.

[Subscribe to mail list](#)

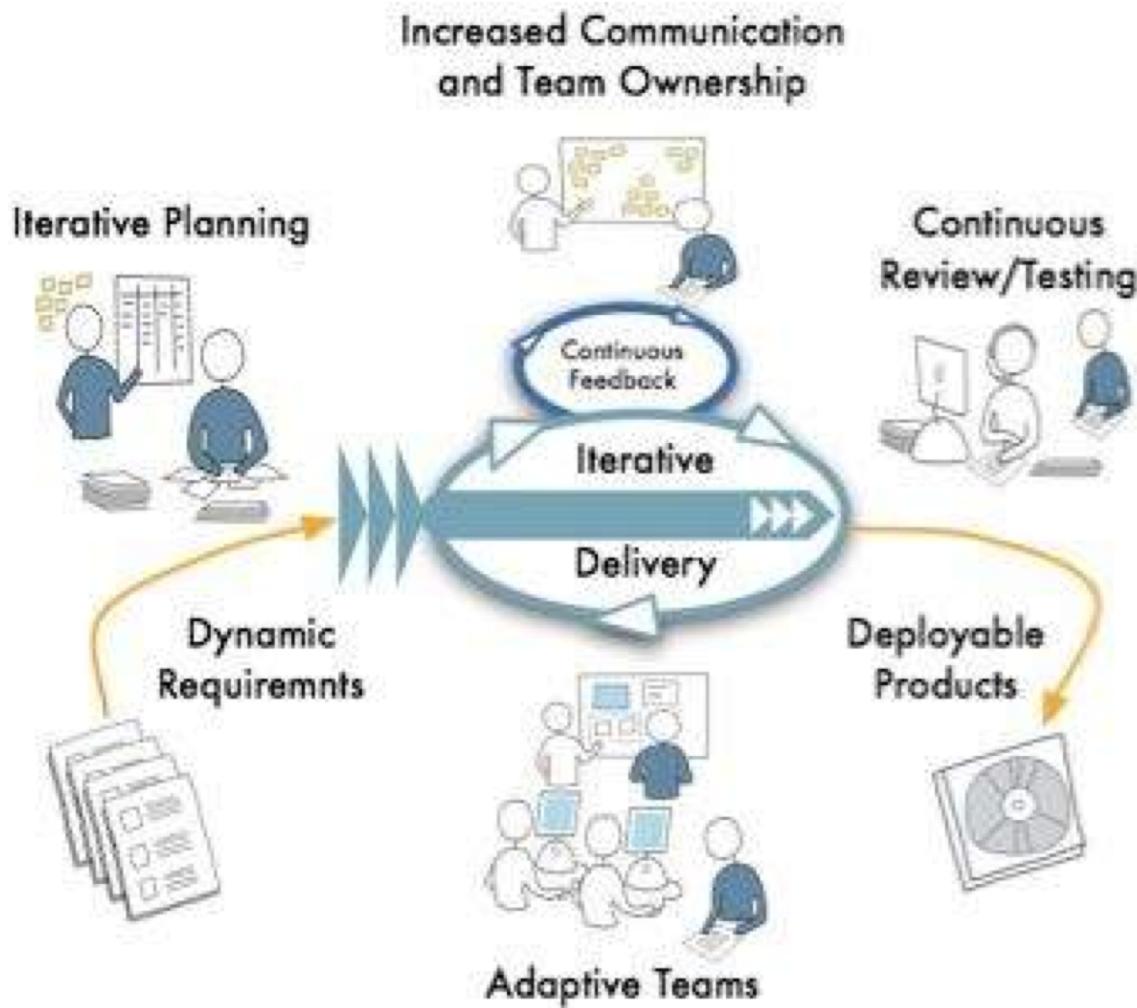
Who we are



CWDS is a collaboration of state and local government agencies dedicated to building a new child welfare information system that responds to users' needs while maintaining the best standards for security and data integrity. Our Child Welfare Services - California Automated Response and Engagement System (CWS-CARES) will allow child welfare workers to better ensure safety, well-being, and permanency of children at risk of abuse, neglect, or exploitation.

We are developing the CWS-CARES incrementally, using Agile software development methods and free and open source software. Our goal is to provide a system with a more intuitive user experience and new capabilities not provided by the CWS/CMS, LIS, and FAS legacy systems.

Project management with agile methods



Leading project teams in creating and responding to change through:

- Small batches
- Small, integrated teams
- Small, continuous improvements

Light touch leadership

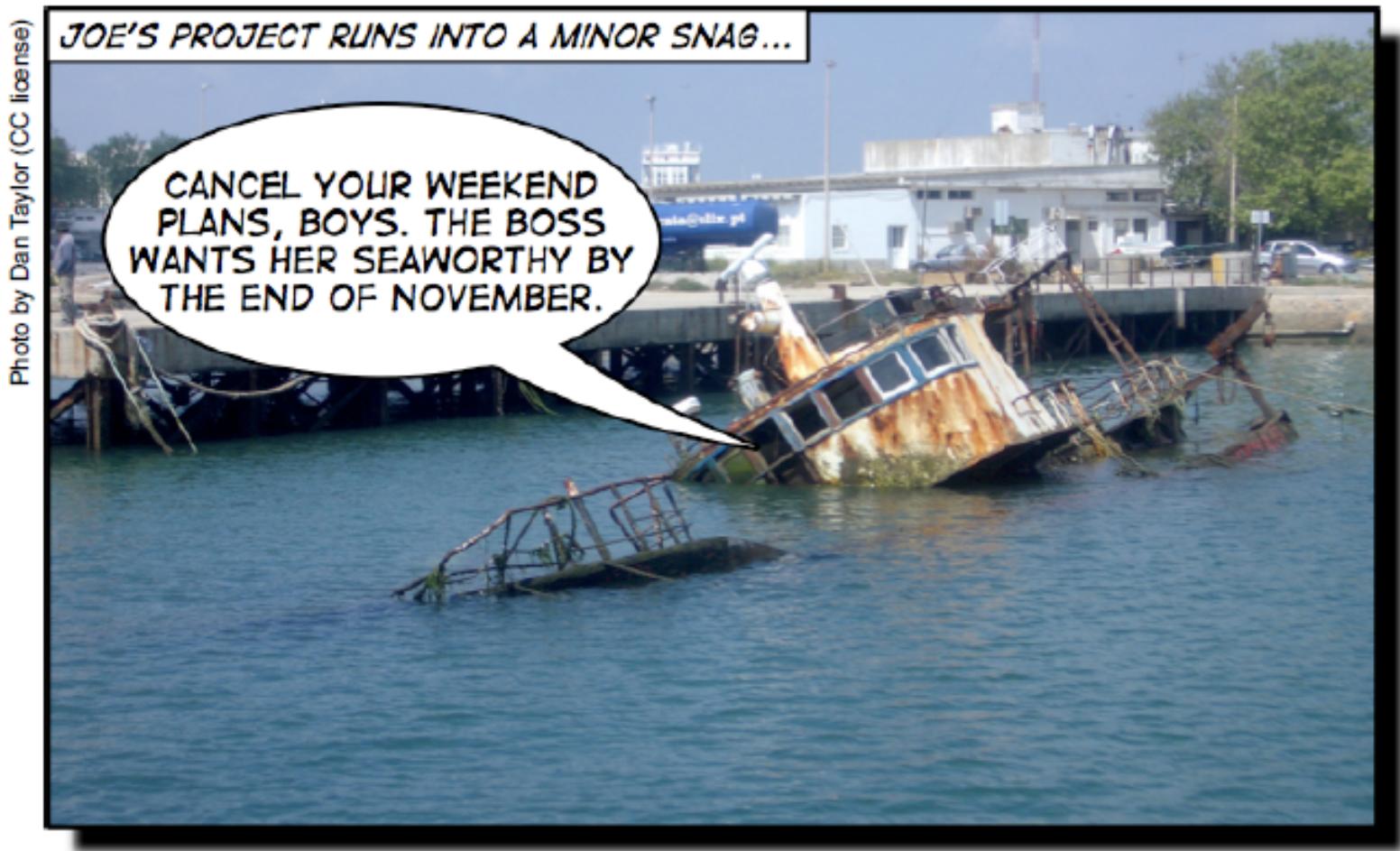
The work of energizing, empowering and enabling project teams to rapidly and reliably deliver customer value:

- By engaging customers, and
- Continuously learning and adapting to their changing needs and environments

Quiz 9/25

Access code: gman

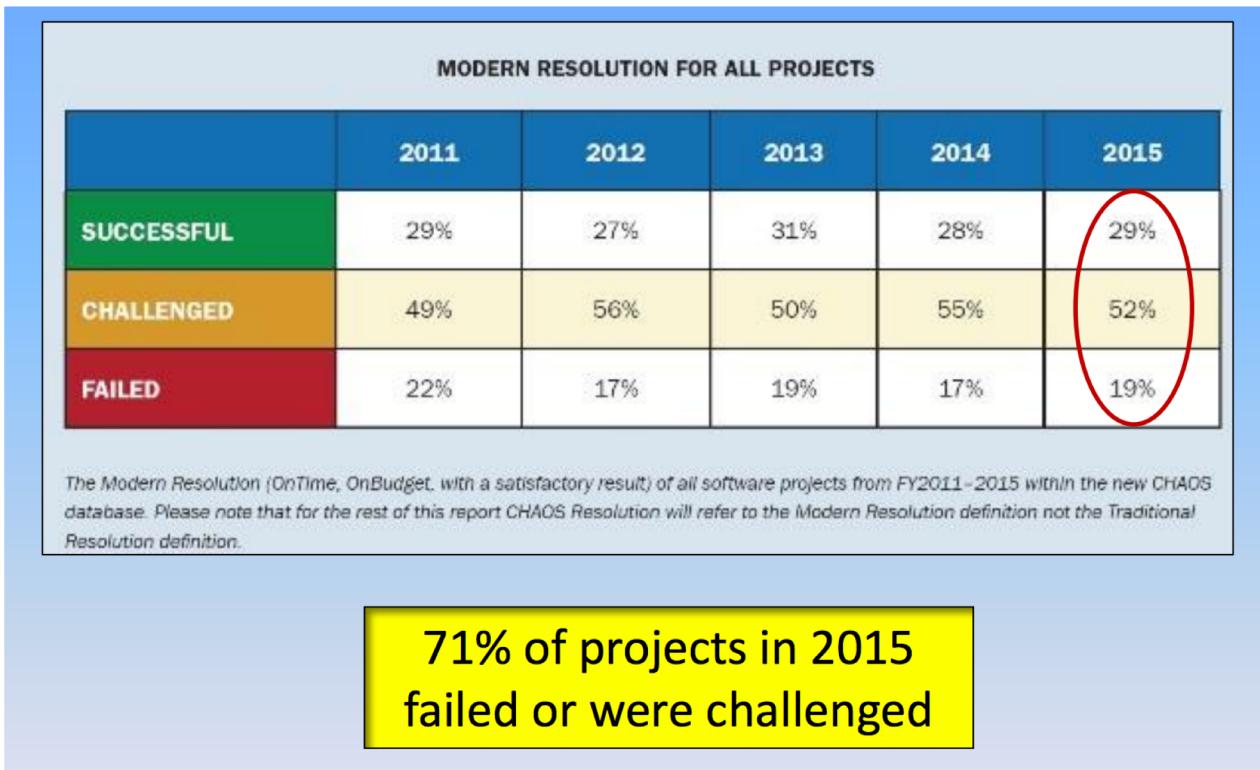
“You know you are on a failing project when...”



The ugly truth of IS projects

Standish Group “CHAOS Reports”:

- Successful - delivered on time, on budget, with required features
- Challenged - late, over budget, and/or with less than the required features and functions
- Failed - cancelled prior to completion or delivered and never used



Typical Standish figures:

Cost overruns on 50% of projects

Time overruns on 75% of projects

Missing features on 65% of projects

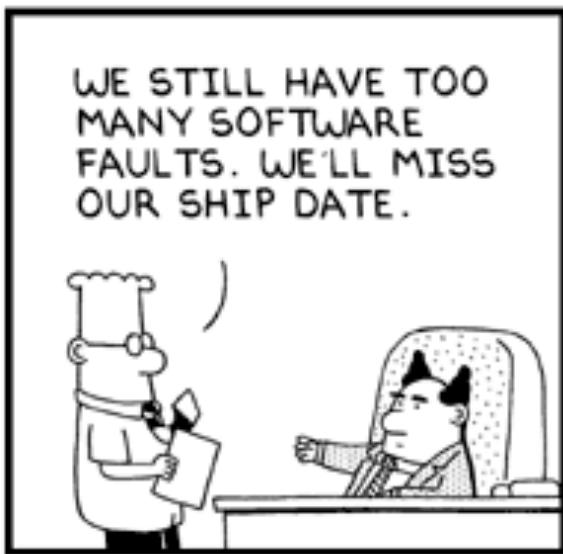
61% of “Agile” Projects are Agile in Name Only

Chaos Report 2015, Standish Group International, Inc.

SIZE	METHOD	SUCCESSFUL	CHALLENGED	FAILED
All Size Projects	Agile	39%	52%	9%
	Waterfall	11%	60%	29%
Large Size Projects	Agile	18%	59%	23%
	Waterfall	3%	55%	42%
Medium Size Projects	Agile	27%	62%	11%
	Waterfall	7%	68%	25%
Small Size Projects	Agile	58%	38%	4%
	Waterfall	44%	45%	11%

“This time it is different...”

There is an old saying about how there are a million ways to fail, but only one way to succeed. When it comes to IS/IT projects, nothing could be further from the truth. Projects fail the same few ways over and over again.

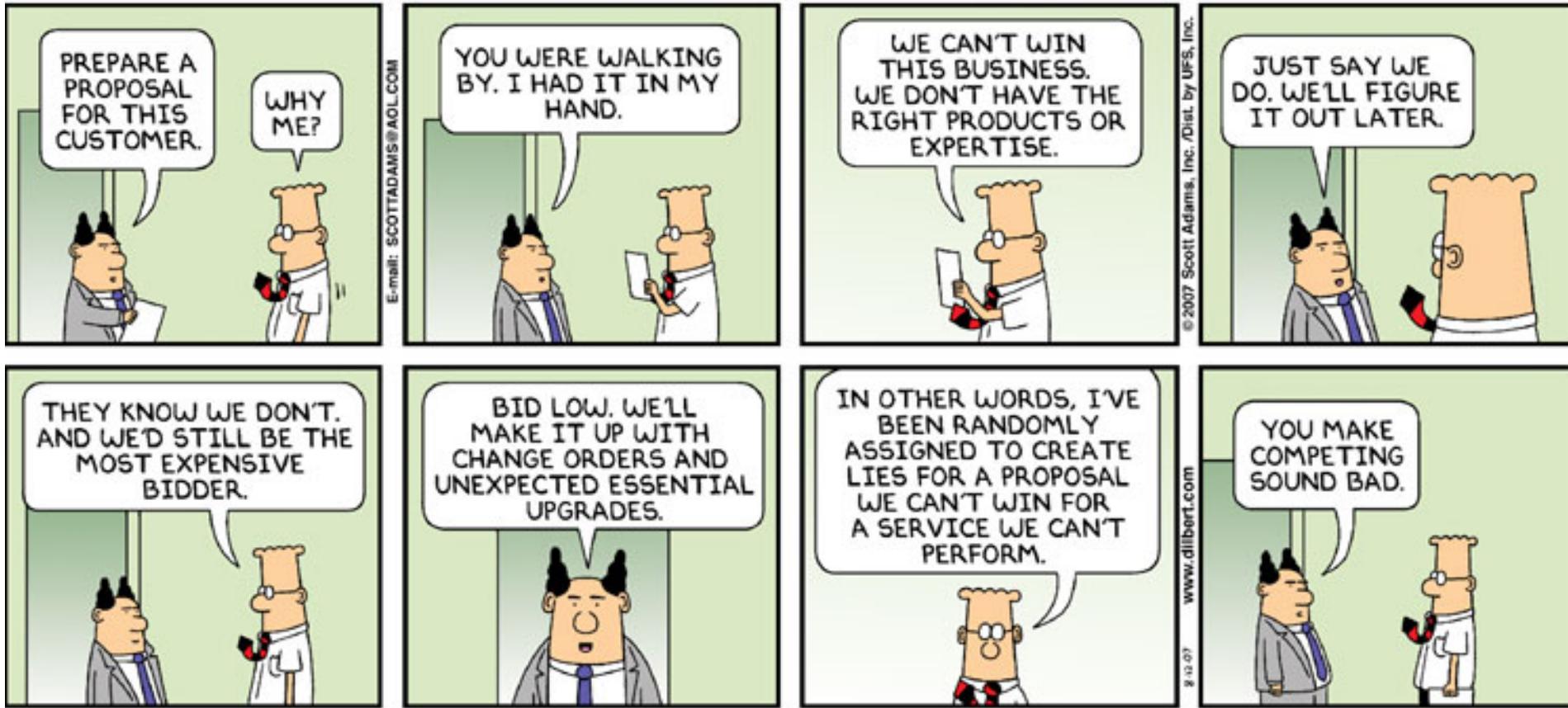


“Who Killed the Virtual Case File?” (Goldstein, 2005)



“Depew’s appointment to the FBI’s VCF team was an auspicious start to what would become the most highly publicized software failure in history. The VCF was supposed to automate the FBI’s paper-based work environment, allow agents and intelligence analysts to share vital investigative information, and replace the obsolete Automated Case Support (ACS) system. Instead, the FBI claims, the VCF’s contractor, Science Applications International Corp. (SAIC), in San Diego, delivered 700 000 lines of code so bug-ridden and functionally off target that this past April, the bureau had to scrap the US \$170 million project, including \$105 million worth of unusable code. However, various government and independent reports show that the FBI—lacking IT management and technical expertise—shares the blame for the project’s failure” (para 5).

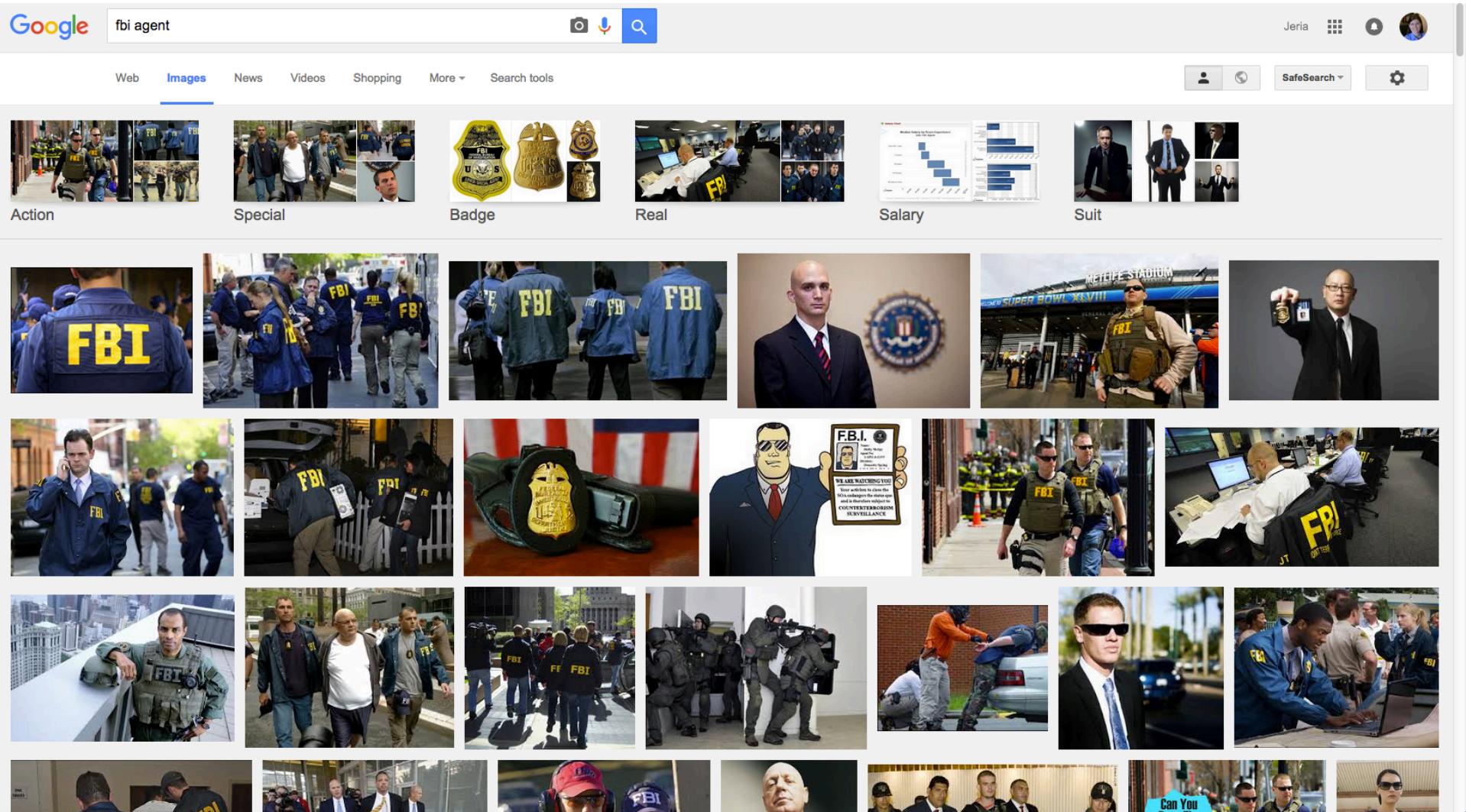
The FBI's VCF Project?...?...?...



© Scott Adams, Inc./Dist. by UFS, Inc.

Discussion Questions

- What is the mission of the FBI?
- What is the culture like at the FBI?



Discussion Questions

- What is the mission of the FBI?
- What is the culture like at the FBI?
- **What is the organizational structure of the FBI**

Discussion Questions

- What is the mission of the FBI?
- What is the culture like at the FBI?
- What is the organizational structure of the FBI
- **How was technology used in 1990s and early 2000s at the FBI?**

FBI Trilogy Project



September
2000

September
2001

September
2002

September
2003

Trilogy Program Announced

1. Desktop computers
2. Network updates
3. Update Automated case support (ACS) → VCF

Three Year Timeline
Budget \$380 Million

Delivered in 2004 for \$596 million
The VCF was DOA in 2003, officially
scrapped in 2005 and cost \$170 million

Group Discussion (10 Minutes)

- Identify reasons why the FBI's VCF project failed
 - Project objectives
 - Project planning
 - Project execution
- Rank the factors in terms of impact (most to least)
- Where can you make connections to class discussions and readings?
(e.g., Vasa, Trouble in Paradise, estimation, GCC workshop...)
 - Someone on the team should take notes
 - Nominate a speaker to share with the class

Project objectives

- Corporate culture
- Decentralization
- Planned change to existing processes
- Enterprise architecture

Project planning

- Executive merry-go-round – e.g., 4 CIOs from 2002-2003
- PM had no IT experience
- No project plan
- Shorten timeline
- Waterfall / iterative lifecycle approach
- Custom build over COTS solutions

Project execution

- Very complex requirements – most requirements were design specs
- “Scope creep” and “code bloat”
- Parallel development
- Lack of SMEs
- Lack of user training
- “Flash cutover” rollout strategy

Four basic ways a project can fail

http://www.stellman-greene.com/Why_Projects_Fail.pdf

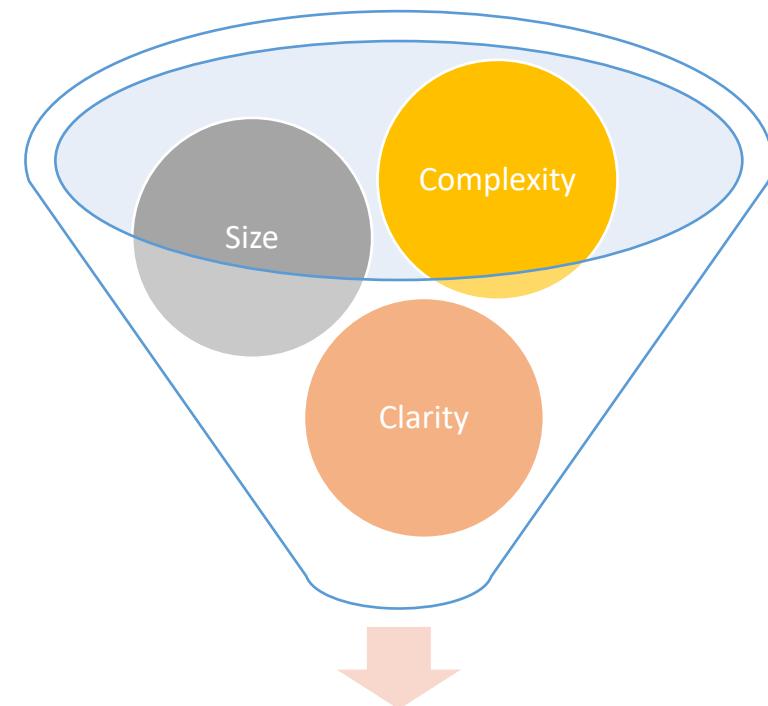
1. Things the boss does
2. Things the team should have done
3. Things the software does (or doesn't do)
4. Things that could have been caught



Risk Management

Project risk – an uncertain event or condition that, if it occurs, has a positive or negative effect on a project objective

Risk management – the process of proactive and ongoing identification, analysis, and response to risk factors

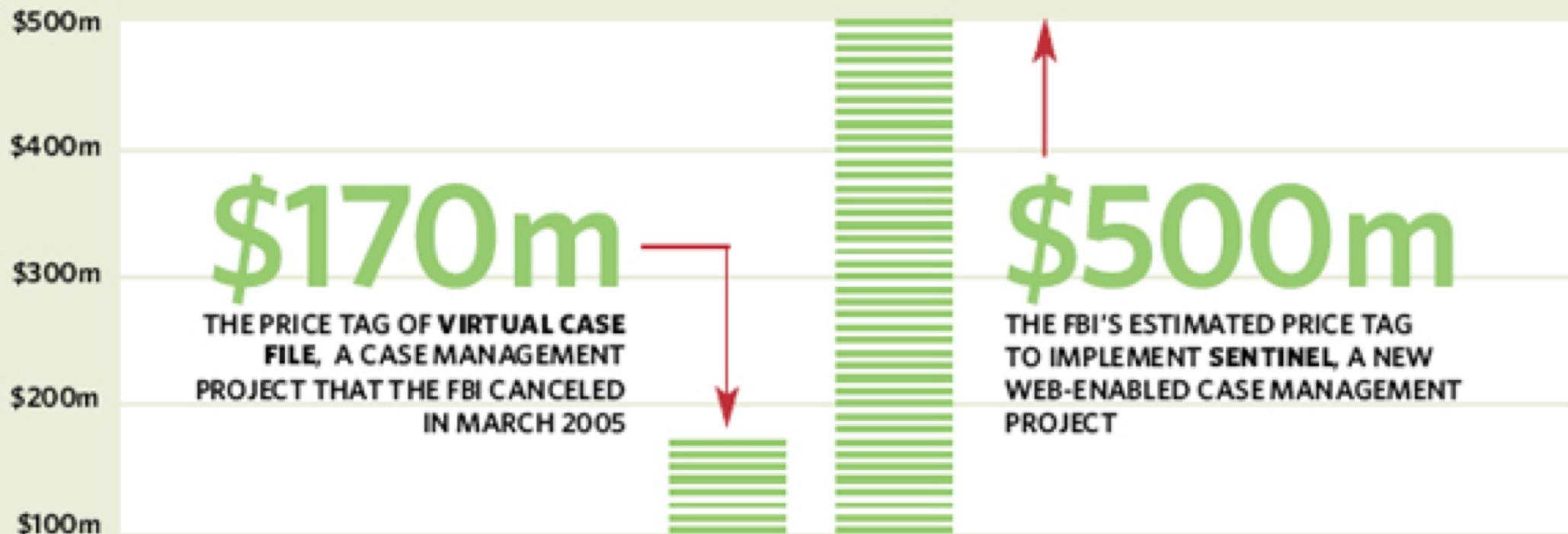


Risk Assessment

Group Discussion (10 minutes)

- Given the failures identified in your previous discussion, what are the major risks in the next FBI project – **the Sentinel project?**
- What can the FBI do to address/mitigate these items in the Sentinel project?
 - Someone on the team should take notes
 - Nominate a speaker to share with the class

The FBI's Case Management Files



SOURCE: U.S. DEPARTMENT OF JUSTICE, OFFICE OF THE INSPECTOR GENERAL AUDIT DIVISION REPORT, MARCH 2006

<http://www.informationweek.com/applications/fbis-new-sentinel-system-exclusive-look/d/d-id/1103649?>



Information Technology

[Home](#) • [About Us](#) • [Information Technology](#) • [News & Features](#) • [Sentinel Recognized by Computerworld](#)

The FBI's Sentinel Program Recognized by **Computerworld** as a 2013 Honors Laureate

Washington (June 2013) – The FBI's Sentinel program was recently recognized by IDG's Computerworld Honors Program as a 2013 Laureate. These annual awards honor visionary applications of information technology (IT) promoting positive social, economic, and educational change. Sentinel, the FBI's case management system enables faster, more comprehensive, and more secure information sharing among Bureau agents, field offices, and analysts.

This year's 267 Laureates were identified in eleven categories. The FBI was awarded in the category of Safety and Security which recognizes organizations for the development or application of IT to measurably improve the safety and security of the populations they serve.

Jeffrey C. Johnson, Assistant Director of the FBI's IT Management Division and Chief Technology Officer, as well as lead for the Sentinel program, accepted the award on behalf of the FBI. "This prestigious award is a great honor and acknowledges the hard work and dedication of the FBI to accomplish the Sentinel system," Johnson said. "Sentinel is providing the FBI with a critical tool it needs to achieve its mission, and we are grateful that the innovation and hard work of the team who built and implemented Sentinel is being honored."

The awards were presented June 3, 2013, during a ceremony at the Andrew W. Mellon Auditorium in Washington, D.C.

<http://spectrum.ieee.org/riskfactor/computing/it/fbis-500-million-sentinel-case-management-system-still-has-major-operational-kinks-ig-reports>

<http://www.informationweek.com/applications/fbis-sentinel-project-5-lessons-learned/d/d-id/1105637?>

Info

Orgar

- Over
- Miss
- IT St
- Histc
- OCIO
- Freq
- IT Li

Job O

- IT Jo
- For S

For IT

- Requ

Next class – Monday, September 30th

Theme 2 – Globalization and a Connected World

Due before class:

- Homework #4

Reminder: Global Project 1 Due

Wednesday, 9th October at 6:00 AM GMT

GP1 Discussion

Homework #3 feedback

Team charter

- Include roles for every team member
- Consider including 2 PMs or a bridge person
- Popular technologies – google drive, google hangout, whatsapp, zoom...
- Include a process in case things go wrong – what will the team do?
- Revisit the GCC template
- Get buy-in from whole team

Team schedule

- Most teams haven't gotten far with this yet...
- Can depart from the GCC template
- Identify 'chunks' in the project
- Decompose tasks
- The QA certifies to gold
- Remember to 'work the plan'

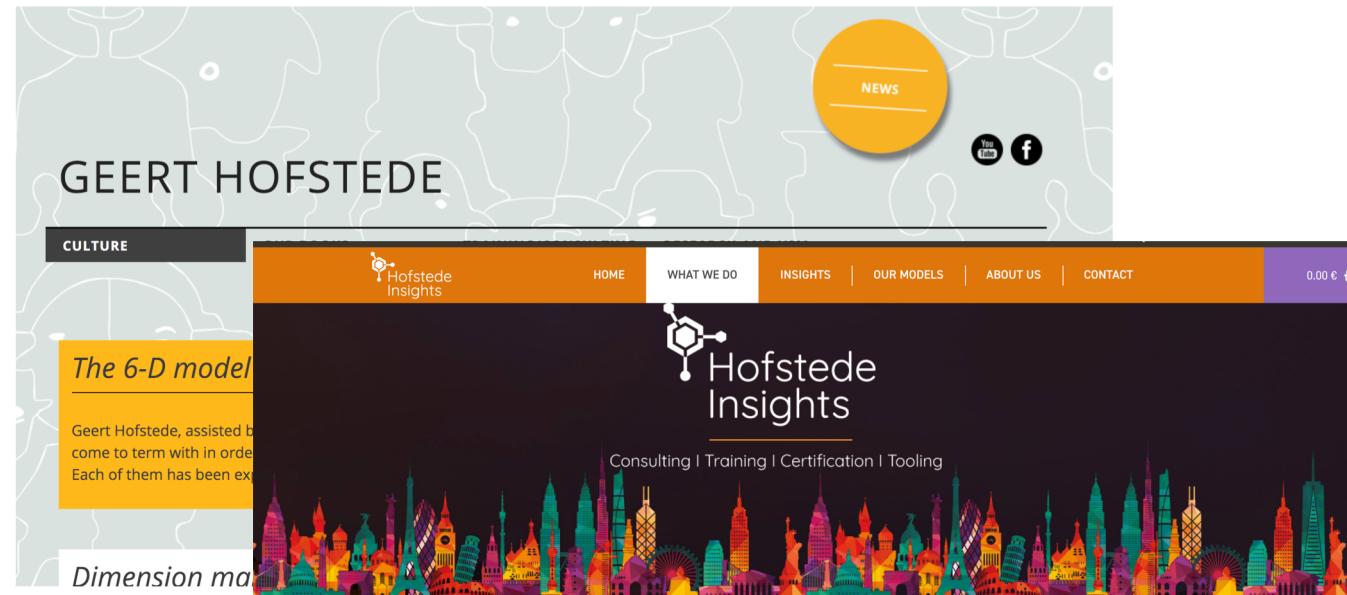
Global Web Design Analysis

2. Hofstede cultural dimensions

2. Find the Hofstede cultural dimensions for the USA and Qatar. Use the “Cultural dimensions and global web design” table (attached) to analyze whether the websites reflect Hofstede’s interpretations of the local cultures? (<https://geerthofstede.com/culture-geert-hofstede-gert-jan-hofstede/6d-model-of-national-culture/>) AND/OR <https://www.hofstede-insights.com/product/compare-countries/>). Discuss and present your findings.

Associating web features with cultural dimensions

CULTURAL DIMENSIONS/WEB FEATURE	PDI (POWER DISTANCE)	IDV (INDIVIDUALISM VERSUS COLLECTIVISM)	MAS (MASCULINITY VERSUS FEMININITY)	UAI (UNCERTAINTY AVOIDANCE)	LTD (LONG TERM VERSUS SHORT-TERM ORIENTATION)
Community Relations		X: collectivism			
Good Privacy Statement		X: individualism			
Customer Service			X		
Company Hierarchy Information	X				
Quizzes and Games			X: Masculinity		
Politeness and Indirectness					X: Long term
Hard-Sell Approach					X: Short term
Clubs/Chat Rooms		X: Collectivism			
Independence Theme		X: Individualism			
Company Hierarchy Information	X				
Transaction Security and Testimonials				X	
Customer Service				X	
Realism Theme			X: Masculinity		
Pictures of CEO	X				
Newsletter		X			
Product Uniqueness		X: Individualism			



COMPARE COUNTRIES

Please select a country in the dropdown menu below to see the values for the 6 dimensions. After a first country has been selected, a second and even a third country can be chosen to be able to see a comparison of their scores.

To compare your personal preferences to the scores of a country of your choice, please purchase our cultural survey tool, the Culture Compass™.

1. Cultural Analysis Using Hofstede Dimensions

Qatar:

→ *Long term orientation, low individualism, high power distance, high uncertainty avoidance, high masculinity*

On the Qatar version of Toyota's website, there were three features that emphasized the Hofstede culture dimensions. First, the culture dimensions suggest that Qatar is a short term oriented country. This contradicts with the Qatar version of Toyota's website, as it shows a high level of long-term orientation. This can be observed in the warranties section in ownership category, that cars come with a warranty for three years which is considered as a long time for a car since its depreciate. Moreover, the cultural dimension suggest that Qatar have high level of power distance and consider as a collectivism country. For example, Qatar Toyota website has some pictures of the CEO and the managers in first page. In addition, Qatar has a high uncertainty avoidance, as when customers have questions, the website can answer their questions without referring to the main showroom. Overall, these values were not very accurate with Hofstede's classifications and thus not very reflective of Qatari ideals.

US:

→ *Short term orientation, high individualism, low power distance, low uncertainty avoidance, high masculinity*

On the American version of Toyota's website, there were three features that emphasized short term decisions and three features emphasized individualism. Although national imagery was used (a sign of collectivism), it was most likely included to indicate high quality goods. Short-term orientation is demonstrated through the use of superlatives and a hard-sell approach, which shows that Americans are easily persuaded into making decisions and consider a car to be a short-term investment. Individualism is demonstrated through the inclusion of a good privacy statement and a link to local offerings. This shows that individuals should be concerned for their own (legal) well-being and that they may find a better deal or tailored offerings at their local dealership. Overall, these values were accurate with Hofstede's classifications and are reflective of American ideals.

Hofstede 6-D Model of National Culture:

Hofstede described six aspects to compare and contrast different cultures to gain a better understanding of how each culture operates. Looking at these different aspects helps in understanding other cultures and allows companies to more efficiently communicate to their audiences by taking specific preferences and information into consideration when making products or services for a certain country. We will be discussing each Hofstede dimension (individualism v collectivism, power distance, masculine v feminine, uncertainty avoidance, long term v short term, and indulgence) for both Qatar and America, and will discuss if their websites accurately reflect the country's cultural aspects. We will also be using the examples given from "Framework" by Singh and Pereira.

[Qatar Analysis:](#)

Individualism vs Collectivism:

Qatar is a collectivistic society. Collectivistic society means that there is a shared achievement amongst people, whenever there is a decision that needs to be made it has to benefit everyone. Looking at the Qatar website the first evidence is the community relations, there first page contains story headlines from what they achieved and the events they did for people. Another evidence is how they value loyal customers. They personally invited their loyal customers to the ceremonies where they showcased the latest car.

Power Distance:

Qatar has a high power distance. High power distance means there is big difference in power between the level of employees. They showed this in the website by showing the pride of ownership. They were discussing in their about us page how they take pride in being a family business and had family ownership since 1958.

Femininity - Masculinity:

Qatar is a relatively masculine society. What this refers to is that they value things that are usually valued by men, I will talk about some of these values. The most prominent value is the need to excel, Toyota shows in their about page they are striving to grow and be more successful. Second is the lack of women in the workplace, in all the pictures they posted there is only one woman.

Uncertainty Avoidance:

Qatar has uncertainty avoidance. This means that when taking decisions or looking in to the future, they try their best to predict the future. This showed in the website where they have an update owners information, just incase a customer changes their contact details.

Long-term vs Short term orientation:

[American Analysis:](#)

Individualism vs Collectivism:

America is an individualist society. There is high emphasis placed on independence and individual expression that is often harbored since youth. American society is competitive and stresses the importance and power of the individual rather than the collective. The American website caters to this by providing customization to the viewer by tracking the viewer's location and offering a "local specials" link.

Power Distance:

America has a relatively low power distance. Although there is a big wealth gap, general American work culture is geared to open discussion, and often times managerial structure is more horizontal than it is directly vertical. The website has little to no features that reflect this characteristic of American culture, however there is a link to describing its 2019 Toyota racing vehicle which implies that Toyota can specialize in both extreme sports and everyday cars, which may appeal to the tastes of both wealthier and regular consumers in a lower power distance culture.

Femininity - Masculinity:

America is a very masculine society. This means that Americans value typically 'male' traits such as strength, dominance and assertiveness. This goes hand in hand with the individualist nature of the culture as Americans are often encouraged to build strength through their individuality. People in the US highly value these masculine traits in day to day life, which may be reflected in the website as well. Most of the photos on the scrolling banner are of cars in front of rugged roads, or outdoor scenery, which are typically masculine backgrounds. There is also more of an emphasis on trucks on the American website, which is typically connoted as a masculine car.

Uncertainty Avoidance:

The US has relatively low uncertainty avoidance. America was built on a foundation of rebellion and turmoil, and has been an innovator and instigator of change throughout modern history. The American emphasis on environment shaping innovation, creativity and freedom of speech have all contributed to Americans being relatively uncertainty tolerant. The Toyota website's images of nature give promise of adventure, and the links at the bottom describing the Prius's versatility imply that Toyota vehicles will help support the consumer regardless of the varying situations they may find themselves in.

Long-term vs Short term orientation:

The US has a relatively long-term oriented culture. This has been evident through 'a penny saved is a penny earned' mentality, and saving up for retirement and big expenses has been ingrained in Americans from a young age: although the time horizon for saving is long, it shows that Americans are geared towards long term thought. Americans also tend to have

Hofstede

Hofstede introduces 6 aspects upon which cultures can be assessed: PDI, IDV, MAS, UAI, LTD, and indulgence. Analysis of each of Toyota's local websites were analyzed based on the aspects in the table shown below:

Appendix E: Hofstede Analysis of Toyota USA and Toyota Qatar Websites

Cultural dimensions	PDI (Power distance)	IDV (Individualism vs. collectivism)	MAS (Masculinity vs. femininity)	UAI (uncertainty avoidance)	LTD (Long term vs. Short term orientation)	Indulgence
<u>Toyota USA Website</u>	Low	Individualism	<i>Close to a split, but more masculine</i>	Medium	Short term	High
<u>Toyota Qatar Website</u>	High	Collectivism	<i>Masculine</i>	High	Short term	High

Global Web Design Analysis

6. Conduct a brief SWOT

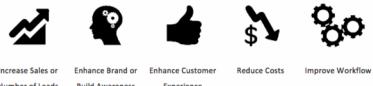
6. Conduct a brief SWOT (strength, weakness, opportunities and threats) analysis of KFC's web presence. Refer to <https://www.intechnic.com/blog/how-to-perform-a-swot-analysis-for-your-website/> for a nice summary overview of how to do a SWOT analysis of a website. Your analysis should draw from the team's observations and from conducting customer interviews. We suggest you conduct 3 customer interviews in Pittsburgh and 3 in Qatar. Each quadrant should have 2-4 specific items identified.

Of the tools provided by intechnic (attached), we recommend you use the following ones BEFORE filling in the SWOT quadrants:

- a. SMART_Website_Goals_Worksheet: You should set the goal to "enhancing the local customer's experience." Complete a relevant SMART worksheet for this goal.
- b. Customer-Interview-Questions-Template: You have to define a set of "needs" and adapt the interview questions to fit the goal of our study. Conduct interviews with potential customers: We suggest you conduct 3 customer interviews in Pittsburgh and 3 in Qatar.
- c. Competitor_Analysis_Worksheet: Adapt the worksheet to your study. Fill the worksheet with the potential customers you are interviewing.

SMART Website Goals Worksheet

Step 1: Select Website Objective(s):



Step 2: Complete S.M.A.R.T Worksheet

Refer to the following pages for corresponding S.M.A.R.T. worksheets with relevant examples

Step 3: Start Getting *Results On Internet (ROI)*™

Visit: www.intehnic.com or call +1 (847) 970-6190

Page | 2

Increase Number of Leads (Marketing)

Criteria	Objective	Test
S Specific <i>What do we want to accomplish?</i>	Increase the number of monthly qualified leads by 20% (qualified lead: decision maker; headquartered in the U.S., revenue of \$10M+)	✓
M Measurable <i>How will we know it is accomplished?</i>	Lead volume will be measured on a monthly basis via the CRM and compared to the results generated through the old website	✓
A Attainable <i>Is this goal realistic?</i>	Yes, by targeting and driving the right high-value customers to the new website and converting them into sales opportunities by employing customer-centric messaging, unique value proposition, effective calls to action and proper conversion mechanisms	✓
R Relevant <i>Does it match our business needs?</i>	Yes. Increasing the lead volume to new levels will help meet the company's sales growth objectives for the year	✓
T Timely <i>When will this goal be accomplished?</i>	Within six	

ROI (Results On Internet)
www.intehnic.com
T: (847) 970-6190

© 1997-2016, Intechnic Corporation. All Rights Reserved

Before the Interview - Checklist

- Identify your customers If you have not already done so, determine your customer groups and your highest value customers.
- Select which customers to interview There is no maximum on how many customers you should interview but try to speak to at least 3-5 in each customer group.
- Identify decision makers vs. influencers You need to interview both those who make the purchasing decision as well as those who influence their choice. Ensure you have a good representation of both but, ideally, interview mostly decision makers.
- Invite & schedule Prepare interviewees for what they should expect. For instance, provide directions or call-in specifics. Let them know the length of interview. Are you offering an incentive? Etc.
- Create participant files Keep track of name, contact information, and any other important details. Do some online research to get a better idea of who they are.
- Select and reserve a location Whether you are conducting interviews in person (ideal) or over the phone, make sure you won't have any distractions.
- Develop a list of questions Seek to understand the interviewees' motivations and how they make purchasing decisions.
- Follow up to confirm Contact interviewees prior to the interview to confirm their time slot and provide any additional details, as necessary.
- Be ready to record Test audio/video equipment ahead of time to avoid technical difficulties. If you are not recording, decide on a note taking method that works best for you.
- Have questions in hand Your interviewees may go off on tangents, and it's easier to get back on track if you have something in front of you to refer to.
- Value and Impact!** You're gaining valuable information that will help take your company to the next level!

Results

Interview Checklist B2C B2B +

Competitor Analysis Worksheet

Primary Objective:

Primary Persona:

Average Score

Strategy (to be filled out by you)

- 1) Does the website seem to focus on your (same) primary business objective?
- 2) Is the website targeting same personas (audience) as yours?
- 3) Is the website effective in guiding these personas through the buyer's journey?
- 4) Does the website seem to have a well-planned out strategy behind it?
- 5) Overall, does the website seem to be effective in achieving the primary objective?

User Experience (to be filled out by a user)

- 1) Did you have a positive and memorable user experience?
- 2) Was the website well organized? Was it easy to find the desired information?
- 3) Was it easy to interact with and complete the desired tasks?
- 4) Was the content relevant, easy to read and to process?
- 5) Overall, was the website helpful to completing your objective?

The Competitor Analysis Worksheet will help you evaluate your company's website and those of your competitors. For each question below, give the website score from zero to ten (0 being the worst and 10 being the best). When you enter a value into the worksheet, the cell will change color depending on how it rates against the other values in that row. The greener the cell, the more likely this is an advantage for that company; the redder the cell, the more likely this is a company weakness. The average score for each website will be highlighted at the top of this sheet. Once the entire heat map is completed, you will have a visual representation of strengths and weaknesses between you and your competitors.

Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	Your Website
0	0	0	0	0	0

Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	Your Website
0	0	0	0	0	0

Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	Your Website
0	0	0	0	0	0

Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5	Your Website
0	0	0	0	0	0

SWOT Analysis

QATAR WEBSITE	
INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<ul style="list-style-type: none"> Cool and clean logo in the corner Simple layout Easy to use Nice text colors 	<ul style="list-style-type: none"> Images are stretched Cluttered and old design A Lot of empty space Less modern Less streamlined
EXTERNAL FACTORS	
OPPORTUNITIES (+)	THREATS (-)
<ul style="list-style-type: none"> Providing prices for each car and model Having bigger images of cars Having a good organization of the website 	<ul style="list-style-type: none"> Other, more intuitive websites from competitors with better UX like Honda <ul style="list-style-type: none"> https://www.honda-mideast.com/en-qa/ Specific car retail sites that focus on sales: <ul style="list-style-type: none"> http://www.qatarsale.com/EnMain.aspx Decreased demand for cars <ul style="list-style-type: none"> https://dohanews.co/why-nobody-wants-to-buy-cars-in-qatar-anymore/

USA WEBSITE	
INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<ul style="list-style-type: none"> Very intuitive Clean logos and icons Good color scheme, easy on the eyes and effective for the products Very dynamic with nice animations User interface and experience feels modern Easy to use Clear pictures of products Smooth design Lots of visuals White background color gives the page a cleaner view 	<ul style="list-style-type: none"> A little too dynamic, too much moving around Search functionality not as versatile with no filters No awards mentioned Lack of mission statement
EXTERNAL FACTORS	
OPPORTUNITIES (+)	THREATS (-)
<ul style="list-style-type: none"> Page or tabs of awards and statistics Adding a more specific search feature. Focus more about company's cars rather than news 	<ul style="list-style-type: none"> Other, more intuitive websites from competitors with better UX like Honda <ul style="list-style-type: none"> https://www.honda.com/ Specific car retail sites that focus on sales: <ul style="list-style-type: none"> https://www.cars.com/shopping/pittsburgh-pa/ Car purchase mobile applications <ul style="list-style-type: none"> https://itunes.apple.com/us/app/carfax-find-used-cars-for-sale/id479267592?mt=8

5. SWOT Analysis

Qatar:

Strengths

- Easy to navigate
- Important information in the top bar always stays on top
- Recent Toyota events and news are available on the front page
- Colors on the website are simple and consistent
- Language used on the website is simple and straightforward
- Arabic translation is available for the local audience.

Weaknesses

- Users have to ‘seek’ information on the website. For example, the users have to request the website to send them car prices
- Social media icons are hidden at the bottom of the page
- Lack of exciting colors and borders makes the website look very ‘dull’
- Lack of contact details of the company, the users instead have to give out their contact details, which some users may not feel comfortable with
- Car posters on the website are random, without any description of the cars and why they are there

Opportunities

- Increase social media awareness by moving the social media icons to the top
- Move the search bar to the top to help the users search for items more easily
- Change car posters to more exciting and adventurous pictures
- Use more exciting colors for on the website, add borders and dividers which will help the website look more exciting to the user
- Add car reviews option and make the website engaging for the users (e.g., create a section for the latest tweets on the page)
- Make the pop-up icons on the right side of the page more subtle, so they are not distracting when the user is browsing the website
- Add ways for the user to contact the company
- Add one section in the front page that include cars features or the available types of cars (e.g., SUVs, Hybrids, commercial, etc.).

Threats

- Websites represent their companies’ value. Toyota’s website is very standard and basic at the moment
- Due to its basic layout, the website does not look authentic and thus repels users

US:

Strengths

- Easy to navigate
- Displays several financial options, which may be beneficial for new buyers
- Simple, non-cluttered layout
- Interactive, greatly catered to interested buyers
- Local specials page

Weaknesses

- Prioritizes prices over other buying considerations
- Lack of live online support, need to contact dealer
- Lack of emphasis on why Toyota’s cars are unique

Opportunities:

- Include reviews or test drive footage
- Include comparisons to similar cars of other auto brands and specify why Toyota’s cars are a better purchase
- Include definitions on certain words about car features for novice buyers
- Include more marketing about Toyota’s brand values or best features

Threats:

- Web design is easy to replicate
- Site is standard and basic, nothing very impressive about it and this is a threat because websites represent their companies’ value.

Summary of Interview Responses

In order to gain a general idea of user experience with Toyota's local websites for the United States and Qatar, we conducted initial user interviews using the general guide questions listed in [Appendix A](#). Below are the summaries of user interview responses for the respected locations.

USA

Overall, interviewed users liked the sleek, minimal, and simplistic aesthetic of the website, but thought that the excessive use of white prevented certain images and text to stand out. Users also thought that the Build a Car feature was interesting, but not intuitive and interactive enough. Many users talked to a friend or a representative at a car dealership along with consulted the website to make their final decision.

Qatar

We found that most people either owned or were considering buying larger SUV cars such as Land Cruisers. They all liked the overall look of the website and thought that the color scheme was minimalist and easy to look at. The main feedback was that they did not feel like they were on a website for the country of Qatar. In other words, it felt like it was generic, and more broad rather than specific to the region. Also, the offers section was of major interest to some users, but they struggled to find it straight away, which led them to contact external help or customer service.

SWOT Analysis

Based on initial user interviews, we conducted a SWOT (Strengths - Weaknesses - Opportunities - Threats) analysis for each of the local websites in order to produce initial recommendations that were incorporated in production of initial prototypes.

Appendix F: SWOT Analysis for Toyota USA

Strength	Weaknesses
<ul style="list-style-type: none"> - Different deals/content based on location according to ZIP code - Automatically sets location via GPS - Quick to load - Layout easy to navigate - Search tools and navigation bar at intuitive locations - Connected to Toyota on other social media platforms such as FB, YouTube - Appropriate usage of white space 	<ul style="list-style-type: none"> - Some customers may have privacy issues with location (GPS) - Deals/content being specific to the location not indicated -- consumers might misunderstand the deals to be uniform throughout the country - Dependency on KBB -- consumers may not be familiar to KBB - Typography -- some light gray type is difficult to read on white background - Build page bit glitchy
Opportunities	Threats
<ul style="list-style-type: none"> - Could incorporate interactive media, especially in "Build" - Could incorporate usage of human figures - Could include a tab that leads to more 	<ul style="list-style-type: none"> - Hyundai (competitor) USA website has a similar layout but has a short introductory video that highlights its products - Hyundai USA has interactive images as

company-related information in the nav bar (currently all product-related)	<ul style="list-style-type: none"> - opposed to static images - Audi USA has interactive media in "Build"
--	---

Appendix G: SWOT Analysis for Toyota Qatar

Strength	Weaknesses
<ul style="list-style-type: none"> - Website is user-friendly - It is quick to load - The design of the website has enough white space which makes the user focus on the important parts of the page. E.g. the pictures of the cars, important keywords. - The menu bar is fixed at the top of the page, but it may be annoying to some users. - The slideshow in the website makes it more attractive 	<ul style="list-style-type: none"> - It does not showcase culture and the idea of family - All pictures are very similar, nothing eye-catching from car to car. - Not many offers showcased, making it difficult for buyer to make a decision based on website alone
Opportunities	Threats
<ul style="list-style-type: none"> - Could add more pictures to showcase family and community - Could showcase more social media since it is a very important part of marketing, and it should play a huge role - Add a page for offers and special deals to entice the customers 	<ul style="list-style-type: none"> - Other websites in the country have very similar color palettes which could mean that they do not stand out in that area - Land Rover Qatar showcases their tweets in a big way, which makes the page look a lot more interactive

II-4. Initial Recommendations

According to the data collected and analyzed in above section, most of our recommendations focused on the low-contrast design of the website, lack of interactivity, and the lack of information for a wider range of vehicles.

Appendix H: Initial Recommendations for Toyota USA and Toyota Qatar

USA	<ol style="list-style-type: none"> 1. Make website more user friendly - changing font size and more color contrast to make it more readable, work on fixing bugs that slow down/glitch up the running of the pages 2. Address issues of privacy - an article on the home page that describes in detail the steps Toyota is taking to ensure highest security for customer's privacy (GPS location) 3. More specific details for deals - indicate deals that happen in specific locations in the pages so customers have a better idea of where it applies 4. More interactive components - add more interactive visuals to draw customer attention 5. Include future plans - include more details on improvements and developments that are in progress and may be implemented later on, keep the customers in the loop
------------	---