



CUSTOMER ENGAGEMENT AND TRANSPARENCY ON LARGE PROJECTS

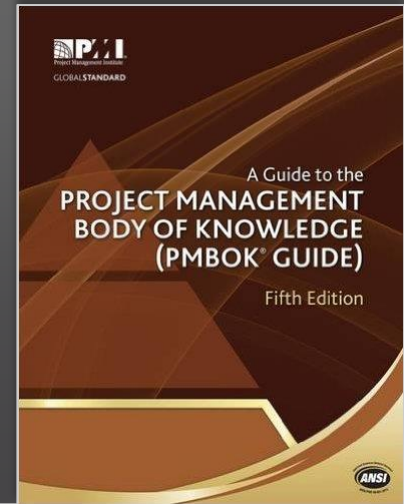
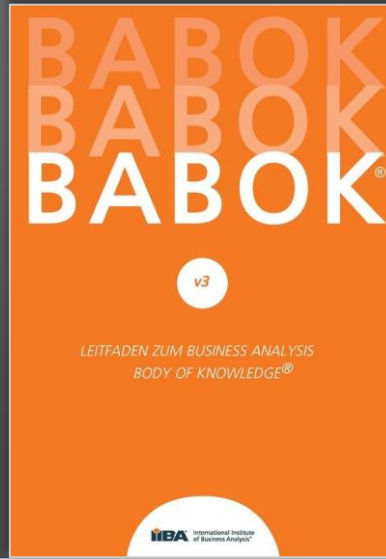
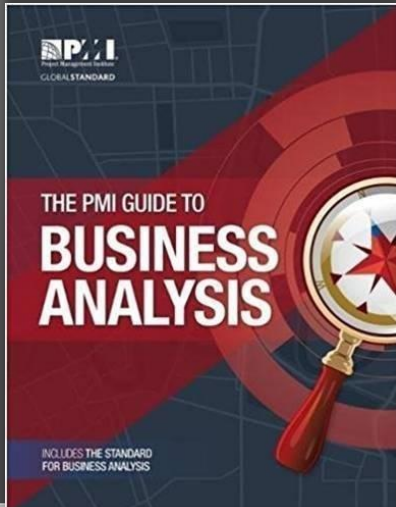
ВОВЛЕЧЕНИЕ КЛИЕНТА
И ПРОЗРАЧНОСТЬ
НА БОЛЬШИХ ПРОЕКТАХ

April, 2018



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BSR®





**CUSTOMER
ENGAGEMENT
AND TRANSPARENCY
ON THE LARGE
PROJECTS**



CUSTOMER ENGAGEMENT

Customer engagement is a business communication connection between an external stakeholder (**consumer**) and an organization (company or brand)...



BABOK

For the purpose of the *BABOK® Guide*, the generic list of stakeholders includes the following roles:

- business analyst,
- customer,
- domain subject matter expert,
- end user,
- implementation subject matter expert,
- operational support,
- project manager,
- regulator,
- sponsor,
- supplier, and
- tester.

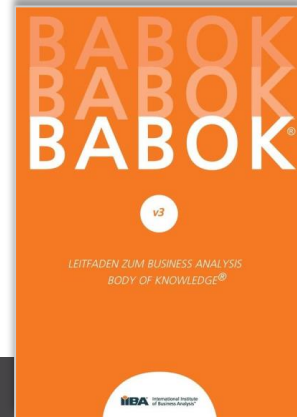
Customer

A customer uses or may use products or services produced by the enterprise and may have contractual or moral rights that the enterprise is obliged to meet.

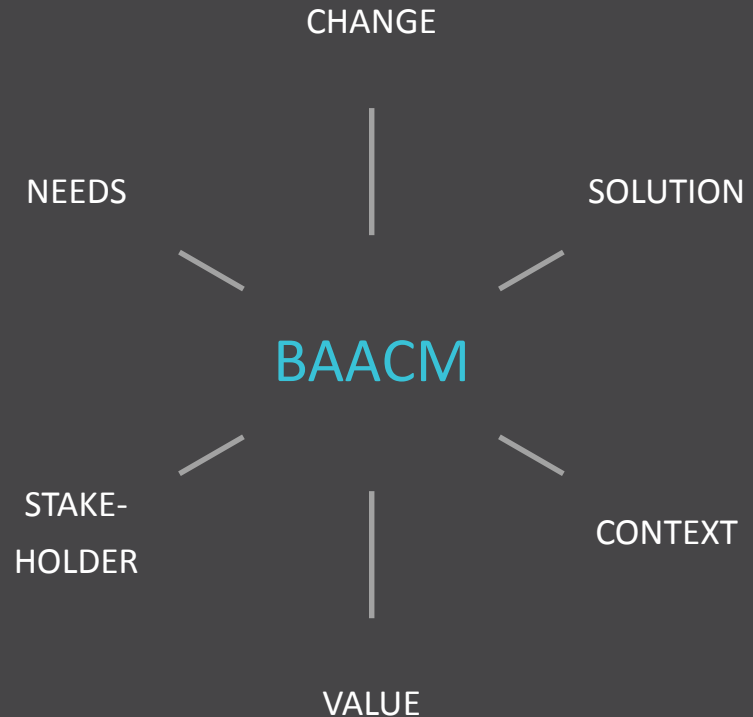
BABOK v.3, Business Analysis Key Concepts, p.17

CUSTOMER ENGAGEMENT

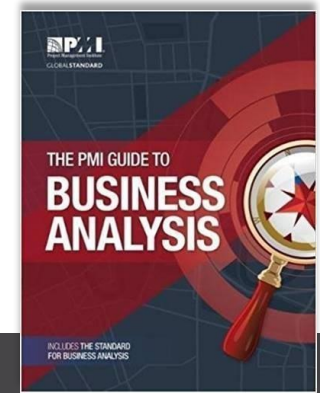
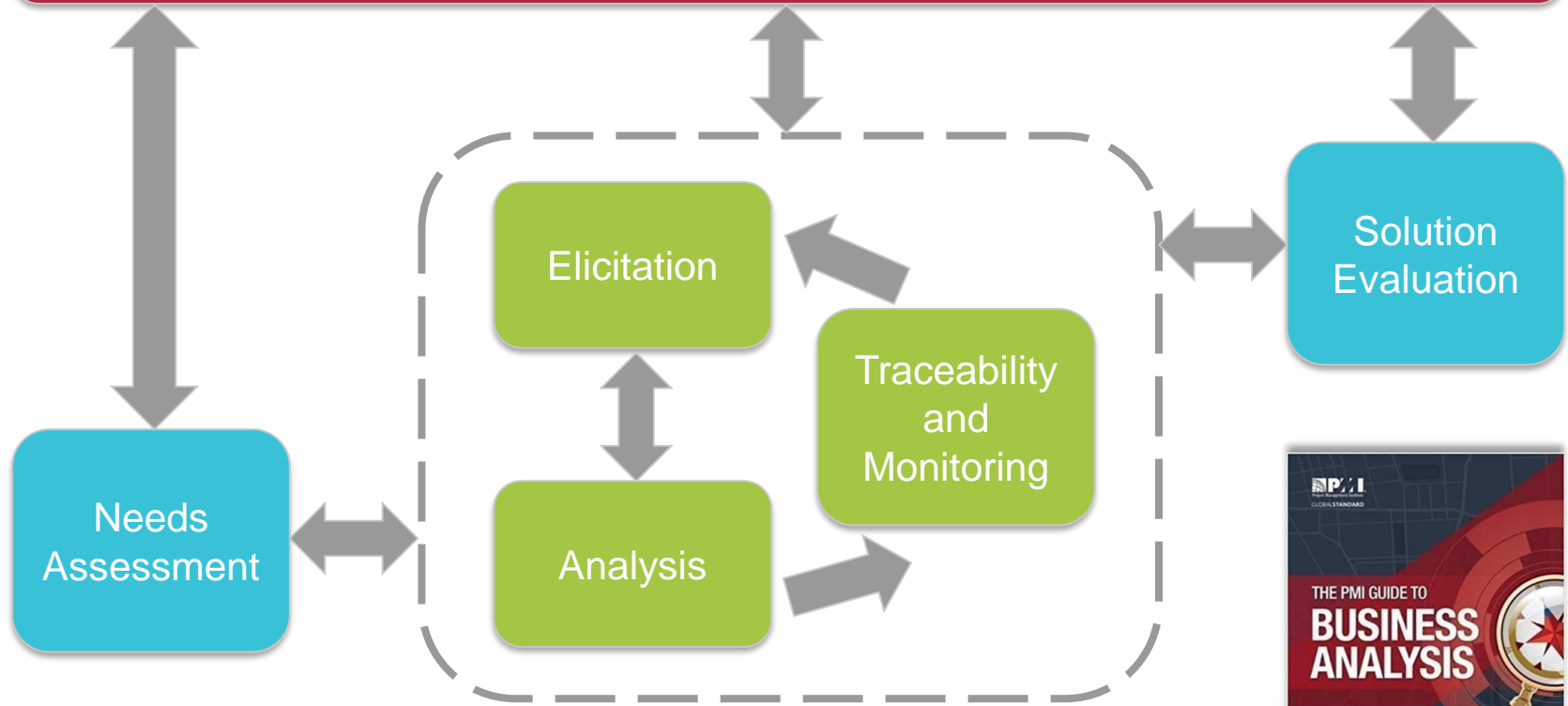
STAKEHOLDER ENGAGEMENT



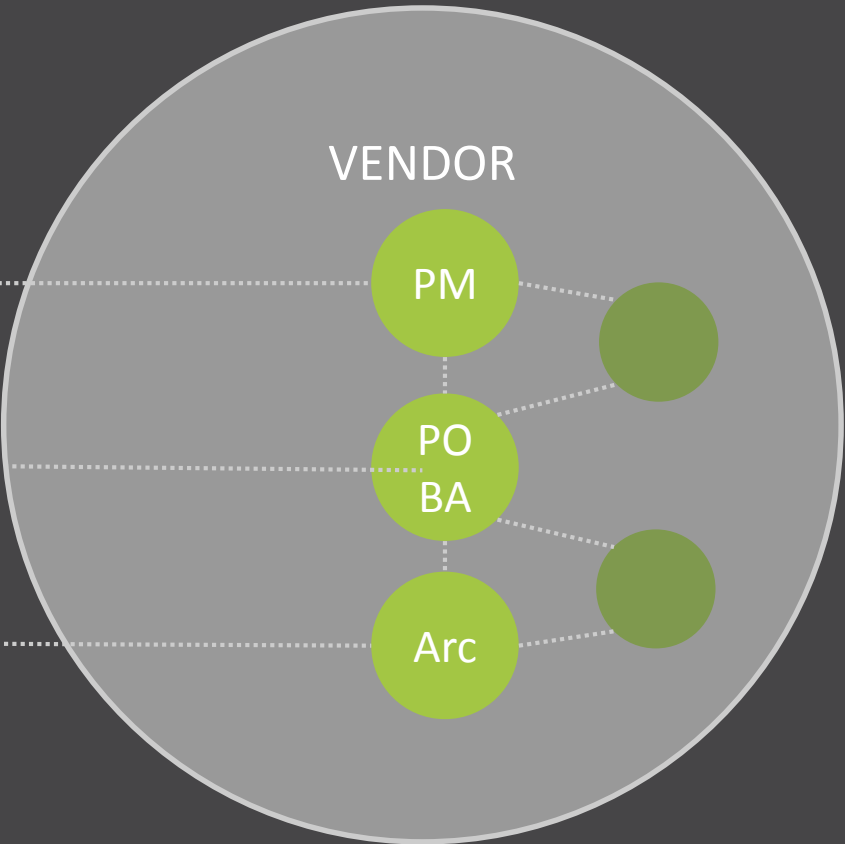
Stakeholder is a group or individual with a relationship to the change, the need, or the solution



Stakeholder Engagement







PM – Project Manager
 PO – Product Owner
 BA – Business Analyst
 Arc – Architect

PROJECT CASE

PROJECT

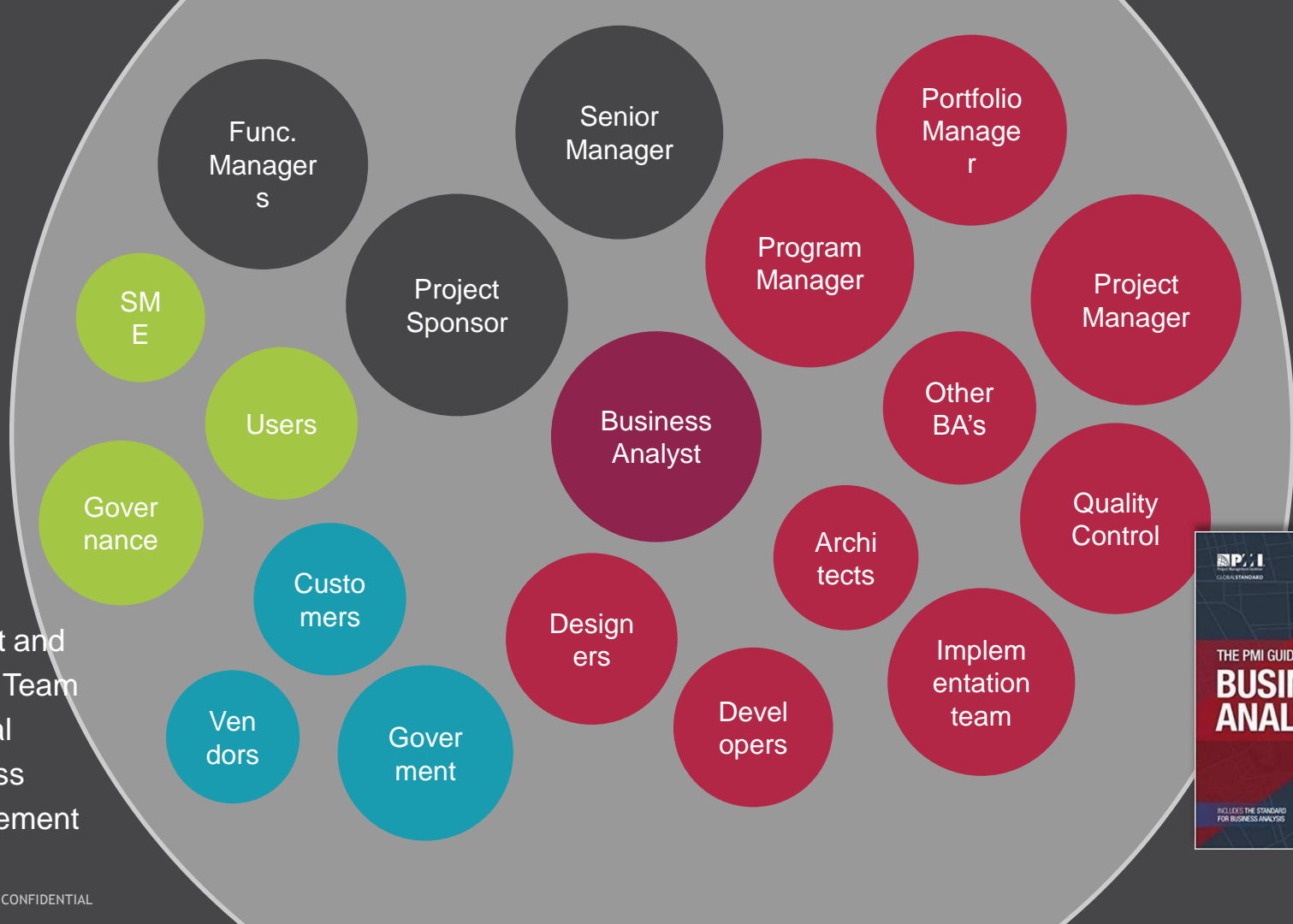
- Digital transformation, custom development
- 3 years
- World-Distributed teams
- Changing development process
- 90+ integrated systems

CLIENT

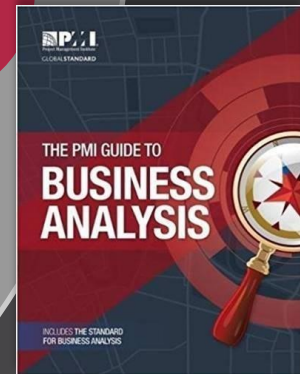
- International Company, which is in the count of 30 the largest private Americans Companies
- \$8,5 billions / year
- Market penetration strategy

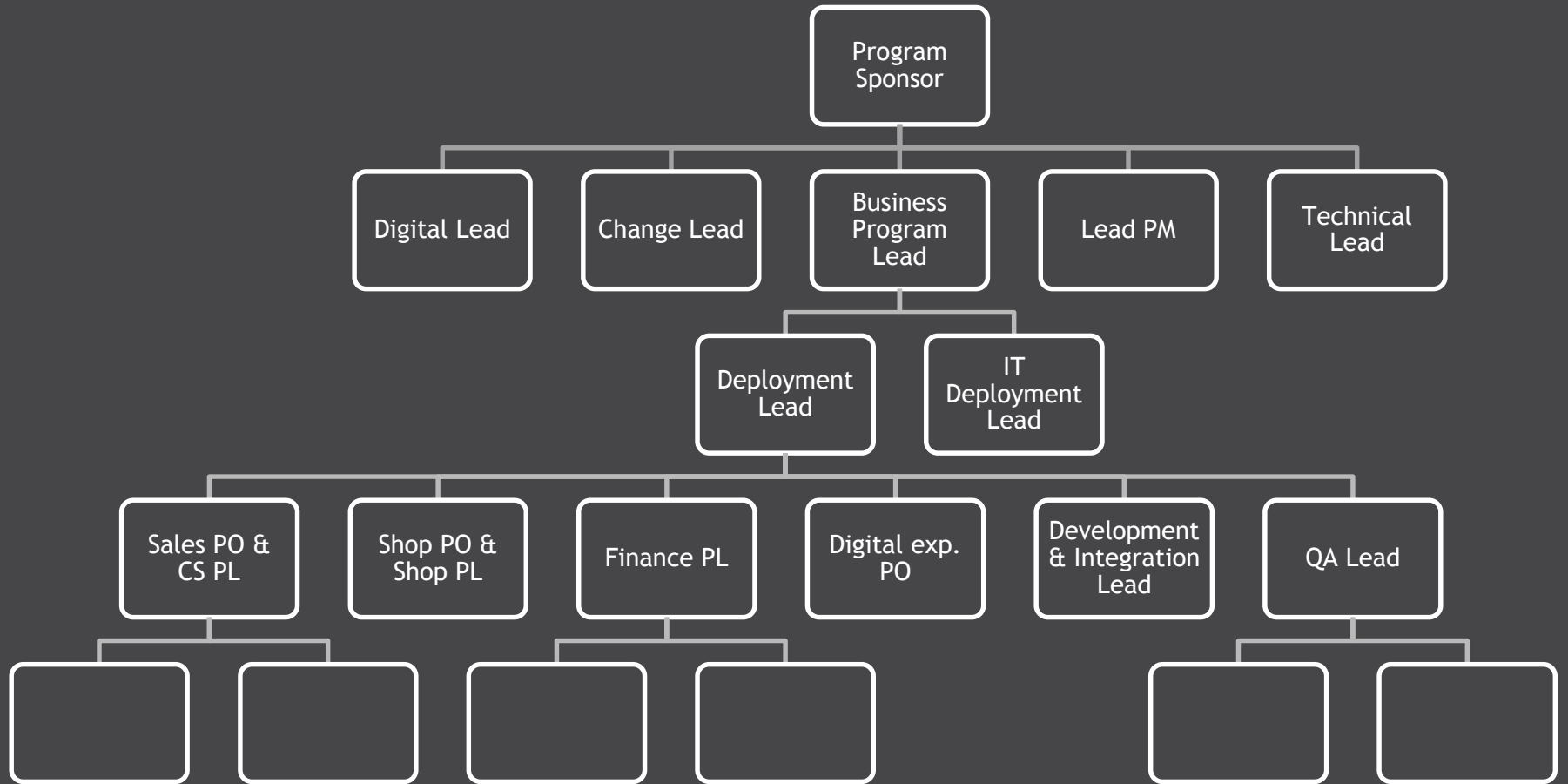
VENDOR

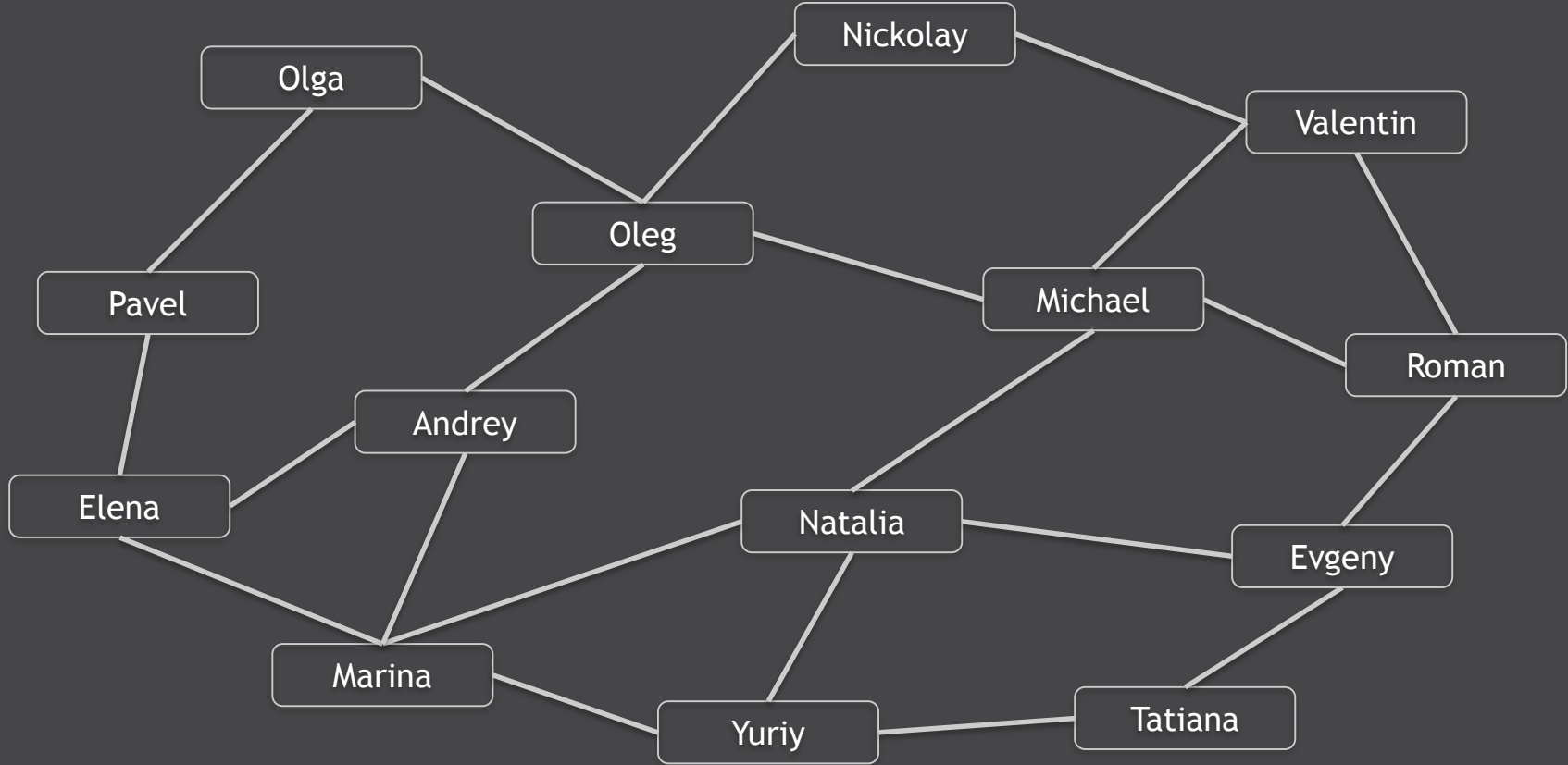
- 150+ FTE
- 3+ locations

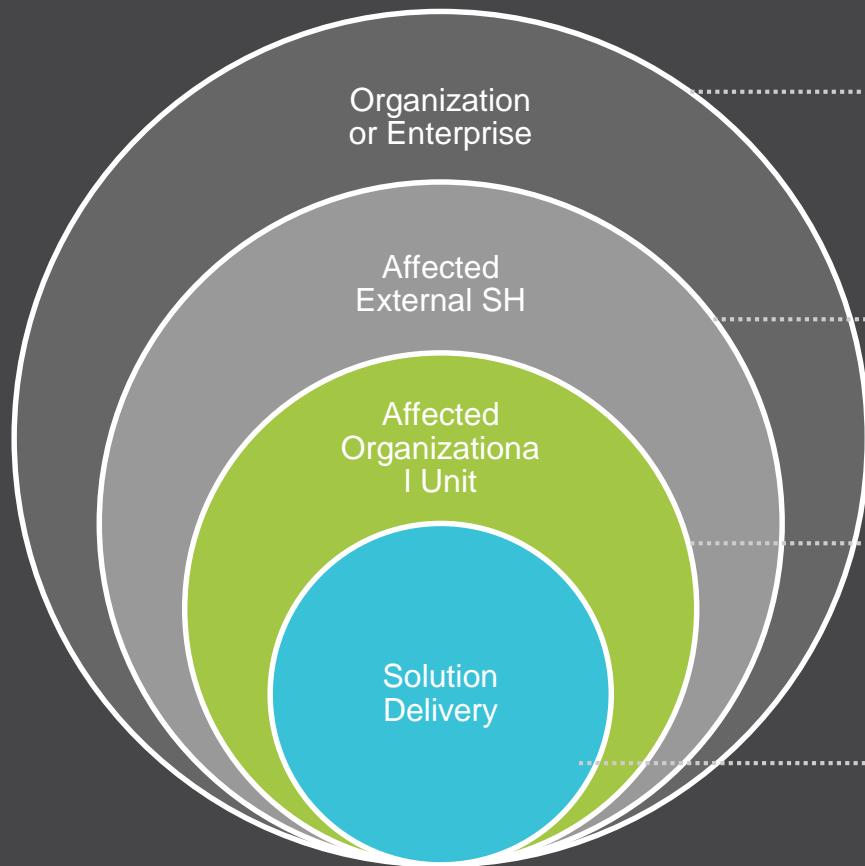


- Product and Project Team
- External
- Business
- Management









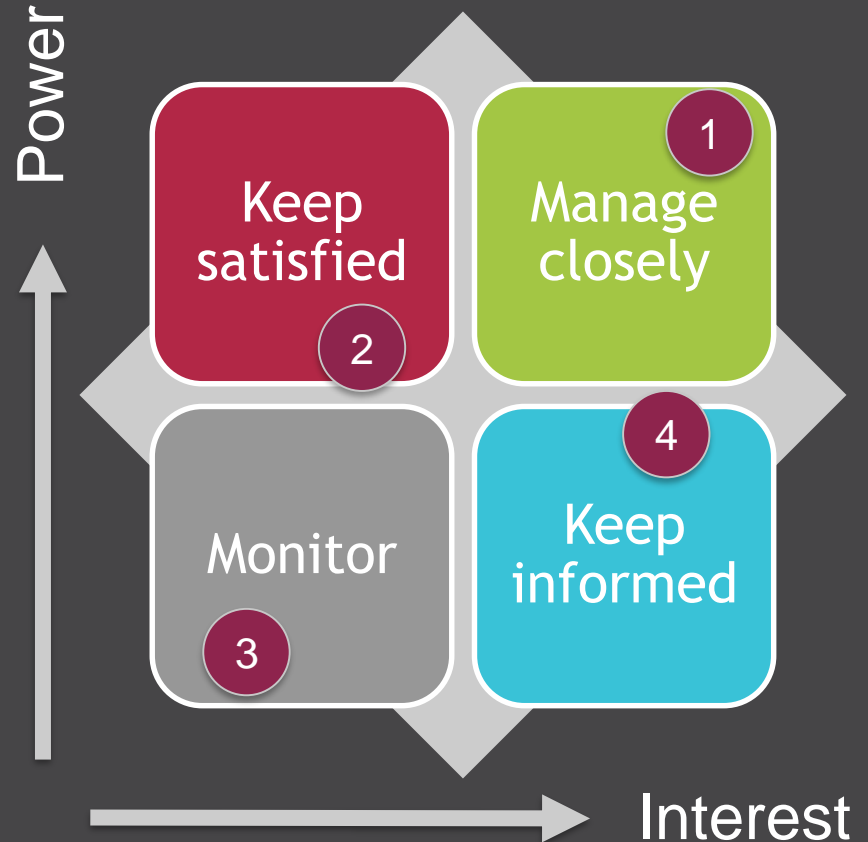
Sponsors, executives, regulators etc.

3rd party system, customers, and others functional beneficiaries

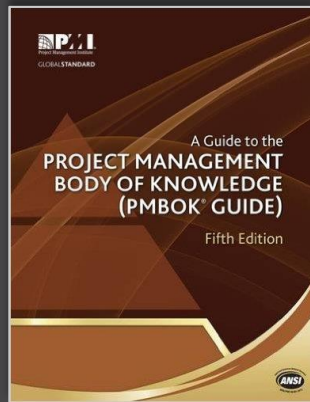
End users (int + ext), SME (sales, warehouses, pricing etc.)

Project team and others directly involved with creating the solution

- Power / Interest
- Power / Influence
- Influence / Impact

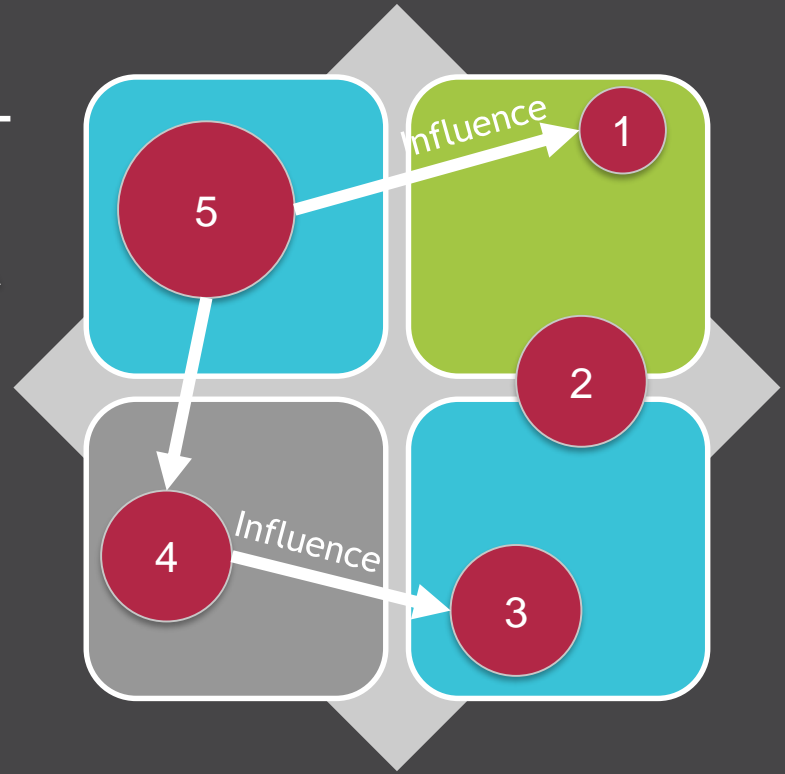


PMBOK v.5, Project Stakeholder Management, p.395





Expertise ↑



→ Willingness

BSR | Back to Basics: How to Make SHE Meaningful for Your Company, p.10





Leading



Supportive



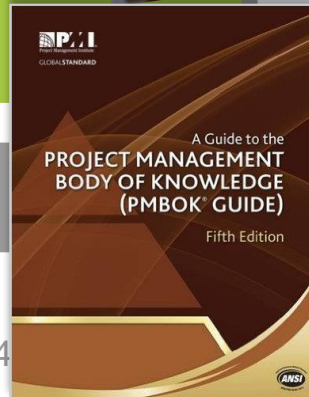
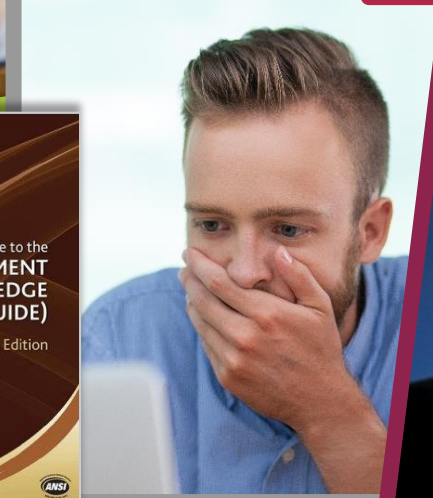
Neutral



Resistant



Unaware



PMBOK v.5, Plan stakeholder management, p. 4

Responsible

Accountable

Consulted

Informed



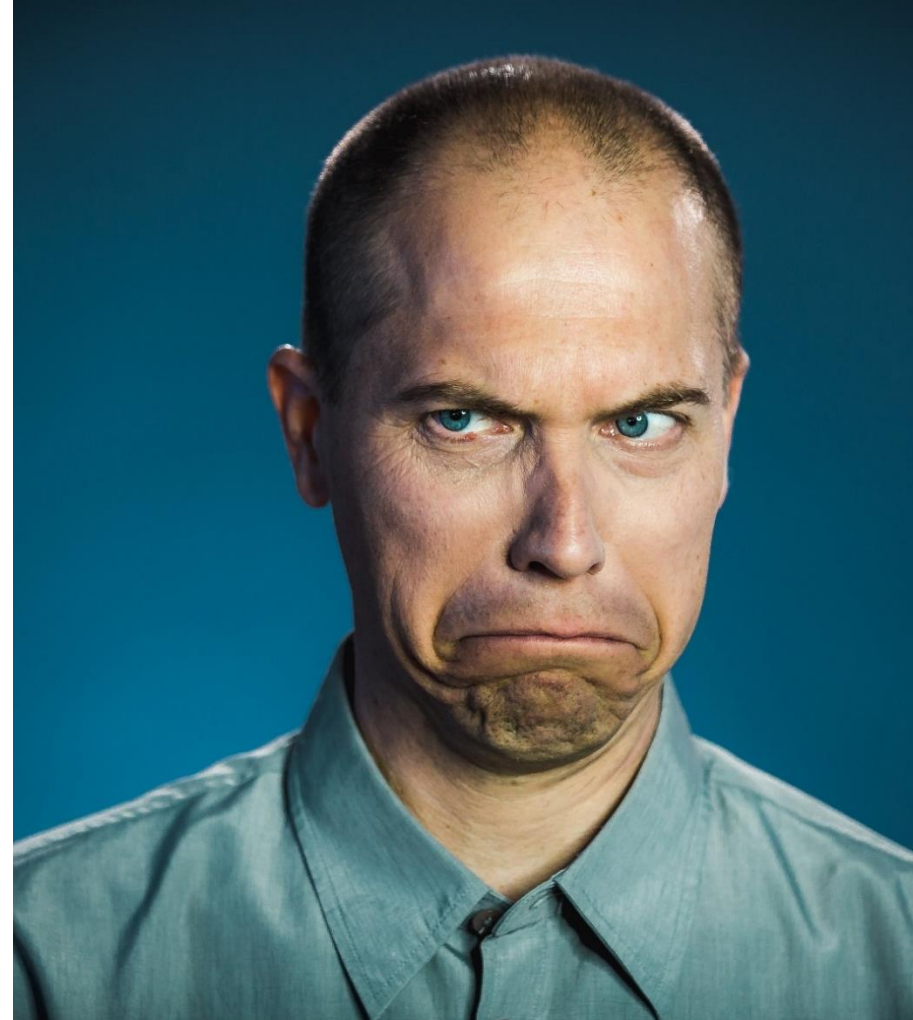
Low Engagement
Impact

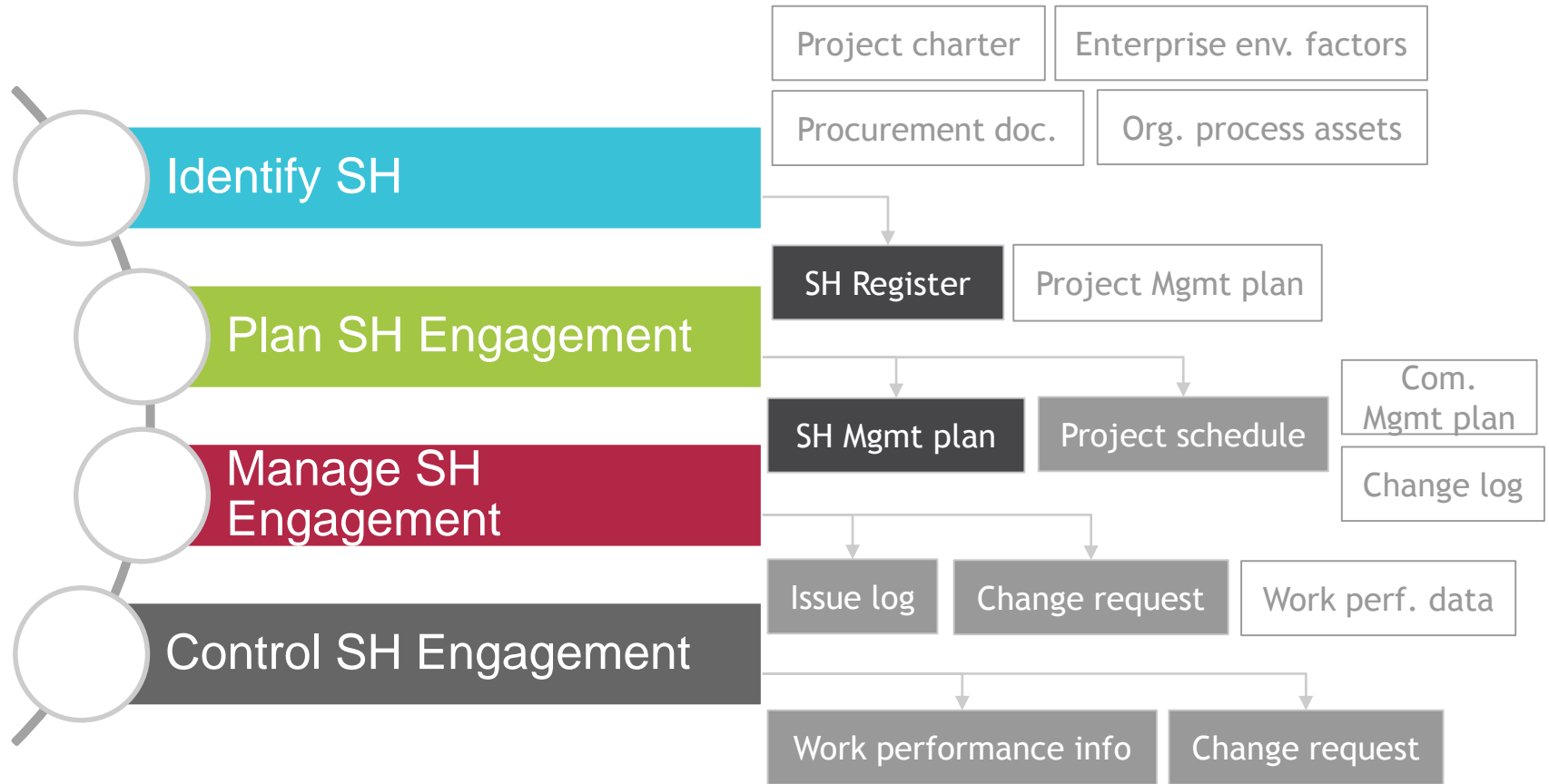
- Block
- High
- Medium
- Low
- No

	Special Interest Gr.	End-user	Product owner	Sponsor
Discovery: Technical	Block	No	High	No
Discovery: MVP game	Block	High	Block	Block
.....				
Delivery: Elaboration	Medium	Block	Block	No
Delivery: Demo	No	High	Block	No
.....				
UAT: Scenarios & Cases	No	Block	High	No
UAT: Change Management	Block	Block	Block	Block

INSUFFICIENT STAKEHOLDER ENGAGEMENT

- Reputation risks
- Crucial requirements missing
- Low SH satisfaction level
- Implementation / Delivery blocks
- Time / Scope / Cost increasing





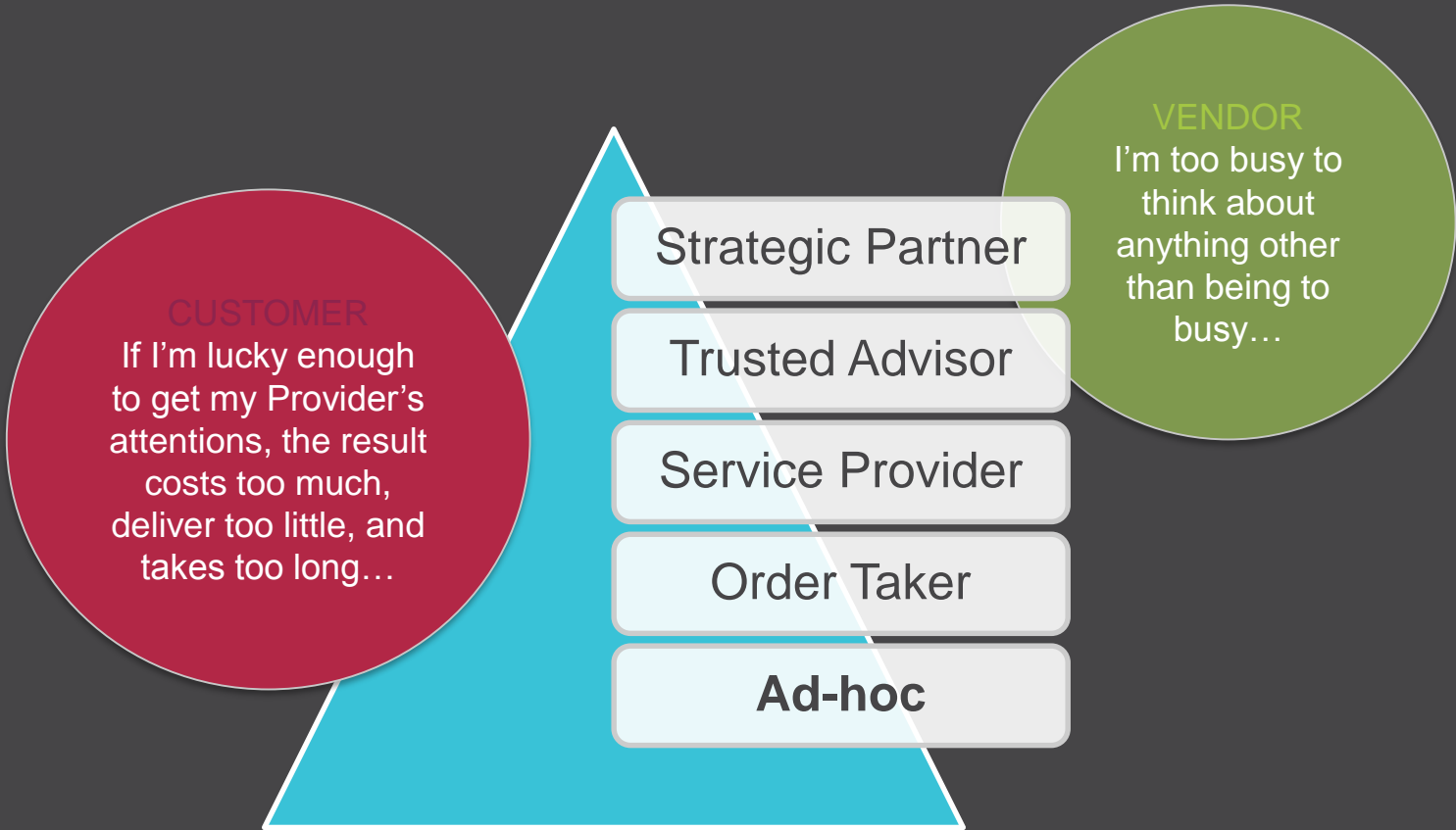
PMBOK v.5, Project Stakeholder Management, p.391

SH ENGAGEMENT

BRM



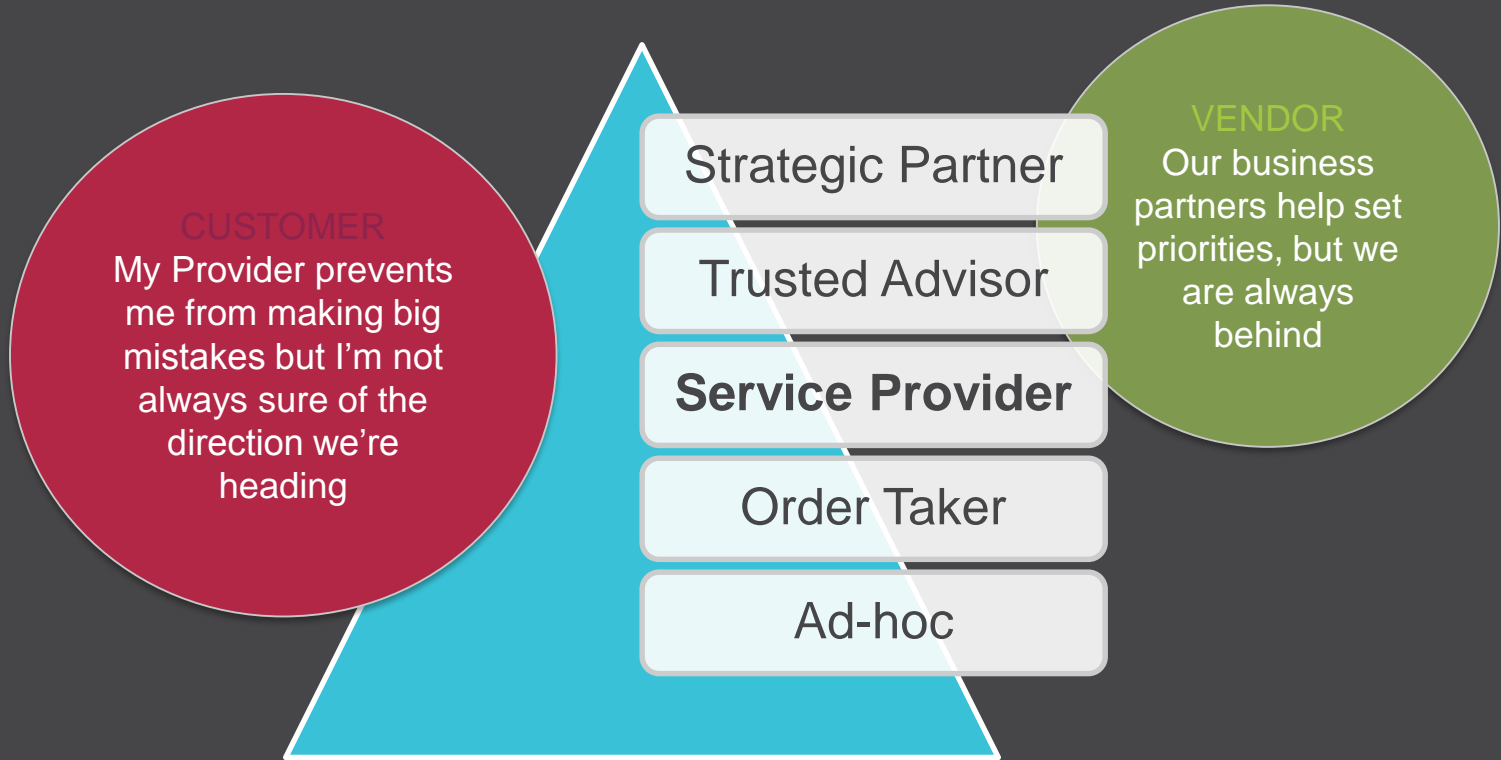
Business Relationship Management Institute



Loudest-in. First-out



Frequent misperceptions build distrust
& reactive course-change



The routine is routine;
innovation is a challenge



THANK YOU!

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April, 2018

