



business analysis

think differently

Listening strategy
<<Project Name>>

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Business Analysis (BAPL)

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Version History

Version	Date	Changed By	Nature of Amendment

Document Approval

The content of this document is hereby agreed to by:

Name	Position

Stakeholder Review

The content of this document has been reviewed by:

Name & Role	Title/Designation	Approval Signature	Date

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Template Usage Guidelines

The text mentioned below is to be used as a reference guide while completing this document. Remove this section/page after completing/before-publishing this document.

- a) The dark blue text represents help/instructional text in the template – please remove it from the final version and/or before publishing the document.*
- b) This template is designed to capture the summary results from of the Listening Strategy phase only. Detailed research, functional and non-functional requirements should be captured in the separate BAPL Specification templates that are referenced.*
- c) Please do not remove any section(s) from this document unless otherwise specified.*
- d) Please do not leave any section blank.*
- e) Do not forget to update the table of contents figures and caption tables (Reference tab in MSWord) once the document is complete.*
- f) Introduce naming conventions as required for traceability purposes.*

1. Executive Summary

The executive summary provides an overview of the content contained in the listening strategy document. The executive summary should not say anything that has not been included in the body of the template. Many people write this section last i.e. after the rest of the template has been completed. Items that typically need to be in this summary include:

- *An outline of the listening approach taken to include the Voice of the Customer within this stage*
- *A brief description of the Business Goals for the product that the listening strategy needs to support*
- *The Current State described via a Value Stream Map, including customer personas*
- *A summary of Market Analysis Template and reference to the document*
- *A Customer Journey Map*
- *A summary of the Value Proposition Canvas that aligns to customer needs*
- *A summary of the recommended course of action for the development of the Product Concept Brief.*

2. Introduction

2.1. Purpose

Describe the purpose of this document within the context of the project.

i.e. The purpose of this document is to identify, explore and evaluate the idea value proposition for <<Product/Project Name>> to match customer needs. This process forms an important part of the "Voice of the Customer" as the key driver of customer-oriented product development. A listening strategy helps to uncover unmet needs and identify features that customers truly value in a product/service.

The purpose of this document is to

This document will be used to develop the product concept, containing traceability back to the identified values as part of the product inception process.

2.2. Background

Provide a description and information about why the Listening Strategy was done. State the Business need/problem explicitly and what this approach will achieve?

"The background of this approach was to uncover the current state to understand who the customer is and to promote the products/services in Internet and increase online sales through encouraging customers to visit the website and make online bargains."

The background of the strategy taken is to assess the key values that the <<Product/Project Name>> must provide in order to meet identified, customer needs.

2.3. Listening Study Approach

This is the section where information relevant to the initial analysis can be noted, such as the findings from SWOT Analysis, Benchmarking, Market Research, Key Metrics, etc., and key parameters/constraints.

A more detailed description of the Listening study, who it was carried out by and whether it was implemented elsewhere.

In order to assess the feasibility, the following approaches were taken:

- *Approach # 1*
- *Approach # 2*
- *Approach # 3*

3. Listening Strategy Scope

3.1. In Scope

Detail what is in scope and what approaches have been pursued for this project or initiative. Such as current state review, etc.

The following items are within the scope of this strategy:

- *Inclusion # 1*
- *Inclusion # 2*
- *Inclusion # 3*

3.2. Out of Scope

Detail what is not in scope and what opportunities have been intentionally not pursued for this project or initiative.

The following items are not within the scope of this strategy:

- *Exclusion # 1*
- *Exclusion # 2*
- *Exclusion # 3*

3.3. Assumptions

Clearly detail all assumptions in relation to this listening strategy. For example – The Business Goals are defined, and the values and outcomes are shared. A Business Model Canvas or similar document has been approved and is used as input for this document.

The following assumptions were made in compiling this report:

- *Assumption # 1*
- *Assumption # 2*
- *Assumption # 3*

4. Identify and Define Business Goals

This section should contain the result (and the process) of the confirmed business goals that will meet the agreed strategic imperatives for the product to contain features that customers may value.

The Business Model Canvas below was created from the business needs/opportunities identified via this process to meet the strategic imperatives for this product.

4.1. Business Model Canvas

<Include BAPL template Business-Model-Canvas-v1.1 >

4.1.1. SMART Goals

<Include Goals Table – if necessary, to point to Value propositions>

4.2. Techniques

This section should contain the techniques and references used such as SWOT Analysis, Benchmarking, Market Analysis, Business Goals Metrics/KPI review and alignment, etc. that were used to identify and define the goals that will meet strategic imperatives

The following techniques were used to identify and define business goals:

- *Technique #1*
- *Technique #2*
- *Technique #3*

4.3. Stakeholders

The following stakeholders were engaged to confirm the findings:

- *Stakeholder #1*
- *Stakeholder #2*
- *Stakeholder #3*

5. Current State Analysis

This section should contain the result (and the process) of uncovering the current state of business and who the customer is. A summary list together with a Value Stream Map of the activities that will deliver the product should be included. This section should also contain the organisation model and customer pain points identified. A Value Stream Map contains the steps (both value-added and non-value-added) in a process that the customer is willing to pay for, in order to bring a product or service through the main flows essential to producing that product or service.

5.1. Value Model

<Reference BAPL CoE Value Stream template (other templates, processes?)>

5.2. Techniques

The following techniques were used:

- *Technique #1*
- *Technique #2*
- *Technique #3*

5.3. Stakeholders

The following stakeholders were engaged:

- *Stakeholder #1*
- *Stakeholder #2*
- *Stakeholder #3*

6. Customer Identification

List the customer personas/groups that have been identified via market analysis, customer feedback, story boarding, etc. The customer can be existing/new/potential external customers and internal stakeholders or teams.

The list below contains the key personas identified:

- *Persona # 1*
- *Persona # 2*
- *Persona # 3*

6.1. Persona Template

6.1.1. Persona 1

<persona template>

7. Market Review

List down the research process, stakeholders involved, and activities undertaken to provide the customer's appetite for the product or service.

The market analysis was undertaken by x

7.1. Research Techniques

The following techniques were used:

- *Technique #1*
- *Technique #2*
- *Technique #3*

The following key findings were identified:

- *Finding #1*
- *Finding #2*
- *Finding #3*

The following stakeholders were engaged in this process:

- *Stakeholder #1*
- *Stakeholder #2*
- *Stakeholder #3*

7.2. Market Analysis

Include a Market Analysis Template here that summarises the results of this process.

8. Customer Journey

Include here a brief summary of the process that was undertaken to produce the Customer Journey Map from the listening strategy steps. A customer journey map is meant to illustrate the details all the touchpoints at your organisation that a customer encounters as he/she attempt to achieve a goal, and the emotions they experience during that journey.

The following techniques were used:

- *Technique #1*
- *Technique #2*
- *Technique #3*

The following stakeholders were engaged through this process:

- *Stakeholder #1*
- *Stakeholder #2*
- *Stakeholder #3*

8.1. The customer journey map:

< Customer Journey Map Template >

9. Value Prospect

Briefly state the expected benefits identified from the Voice of the Customer listening strategy. As a guide, the anticipated value must be linked within the Fit area of the Business Model Canvas (Goals and Objectives).

Following are the recognised value benefits of the proposed solution:

- *Benefit #1*
- *Benefit #2*
- *Benefit #3*

9.1. Value Proposition Canvas/Model

The proposition is based upon identified pain relievers, gain creators and the products and services that will provide the best fit to realise customer value.

< Value Propositions Canvas >

The documents referenced are:

- *Document #1*
- *Document #2*
- *Document #3*

10. Recommendations

This section should summarise the findings of the listening strategy and describe why the identified best-fit propositions are recommended to be included in the Product Brief. This section should be brief since most of the details are included elsewhere in the document.

The following recommendations are based on the information disclosed in the preceding sections of this report.

10.1. Recommendation 1 –

10.2. Recommendation 2 –

10.3. Recommendation 3 –

Appendix A – People Consulted

The following table is a list of the people consulted and interviewed during the Listening strategy.

TABLE 1 - PEOPLE CONSULTED

Name	Position / Title	Department / Company	Contribution / Reason for Contact	Contact Dates	References	Other People recommended

Appendix B – Acronyms and Glossary

The following Acronyms are used throughout this report.

TABLE 2 - ACRONYMS

Acronym	Meaning

The following terminology is used throughout this report.

TABLE 3 - GLOSSARY

Term	Description	Source

Appendix C – References

The following reference material was used in compiling this listening strategy.

TABLE 4 - REFERENCES

Id	Description	Reference