



— pre-implementation analysis

An audit indicating
the actual needs of
the enterprise

what is — pre-implementation analysis?

Pre-implementation analysis is a comprehensive process that provides a full understanding of an enterprise's specifics and helps identify its actual business and technological needs. It is also a fundamental stage in the offering process and the first step towards implementing any eCommerce project. A key aspect is assessing the true scale of the business and establishing business priorities, which in turn influence the choice of technological solutions.



“ In online commerce, aspects cannot be viewed as independent, separate entities. All areas, information, and integrations have numerous points of connection. It is crucial to understand individual processes and the relationships between them. Through detailed business analysis, it becomes possible to gain a deep understanding of the business, recommend the most effective strategies, and deliver a successful eCommerce implementation.

Grażyna Twardowska
Business Analyst Team Leader

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what does the analysis provide?



A thorough evaluation of business priorities and technological solutions that support them.

The analysis defines the actual business and technological needs. It allows for a precise determination of the business objective, ensuring that the problem is solved or value is delivered through the implementation of a requirement, especially a customised one tailored to specific sales needs.



A wider perspective on the platform in terms of development plans.

The process of creating a sales solution is organised into a logical sequence of stages. As a result, the business gains a clear development outlook, while also considering financial capabilities.



A complete overview of the project.

The outcome of the business analysis is the creation of a requirements sheet, which lists the tasks and their associated effort necessary to achieve the defined goals. This document enables the systematisation of collaboration and defines which actions need to be taken, and within what timeframe, to ensure the project is completed within the planned budget and deadline.



The planned project budget

The analysis shows the estimated costs of the entire project as well as its individual stages. First, the priorities for each stage are planned, and as development progresses, additional priorities are added.



Available knowledge from various industries and projects

The Merce.com team of analysts has extensive experience in managing projects related to sales transformation. This enables them to clarify and identify ideas and potential challenges, even in the most unusual industries and implementations.

what does the

analysis provide?



Improved time estimation

In the workshop, we can estimate the time needed to complete a task based on the knowledge we currently have. The analysis can be further refined during implementation as more information becomes available regarding specific requirements or limitations that emerge throughout the project.



Full flexibility

Creating a requirements sheet does not limit further discussions about priorities. At this stage, priorities can still be adjusted, or processes rescheduled. The merchant determines which tasks will be included in the initial phase of the project.



Minimising project risks

We conduct the analysis until we acquire all the knowledge necessary to launch the first phase. We recommend that elements likely to change or those about which the merchant's team is uncertain be considered in the subsequent phases, which provide the opportunity to gather additional information as the project progresses.



“ Improper requirements gathering is the third most common cause of IT project failures. Statistics confirm that mistakes stemming from inadequate or superficial business analyses have a negative impact on projects. That's why it's crucial to focus on this stage to minimise the risk of wasted resources and time.

Grażyna Twardowska
Business Analyst Team Leader



Reducing the Costs of Sales Transformation

The Merce.com team provides a selection of proven solutions that have been developed and integrated into the platform over the years as it has evolved. By understanding the merchant's needs, we can recommend functionalities that are essential for achieving specific objectives. Leveraging ready-made resources or making minor adaptations can help save on budget and potentially reduce the time required for software implementation.



Tangible Business Benefits in the Early Stages of Implementation

The analysis helps define the minimum viable product (MVP), which is implemented as swiftly as possible. Subsequently, we address the additional requirements identified during the workshops. This approach provides real business advantages right from the outset of the platform's operation.



Cost-Benefit Analysis of Additional Features

The most cost-effective solutions, both functionally and financially, are always recommended. The analysis provides insights into potential solutions to business problems, highlighting those that increase costs. It identifies which proposed requirements are essential or beneficial, and which are cost-effective. By understanding the goals and needs, we can often suggest alternative solutions that are less demanding on the budget.



Clear and Accessible Document

The business analysis is a document that outlines priorities using the MoSCoW method, widely applied in the IT industry. It also includes comments, additional information, and examples, making it easy to understand and accessible to those who may not be familiar with such documents.



Identifying Potential Challenges

Sometimes the complexity of requirements can lead to tasks that may cause complications during execution. In such cases, the analyst provides a detailed description of the issue that could impact the successful implementation of changes and the overall project. Understanding these challenges helps avoid potential risks at various stages of the process.

how does the analysis process work?



1. Signing the order for the analysis

This marks the official start of the process for us.

2. Project assumptions

Our tool is used to manage communication throughout the entire collaboration cycle. It allows for real-time project tracking and provides constant access to all decisions and history. This is particularly useful when a person responsible for a specific area of the process is unavailable.

3. Assigning a business analyst

A member of the analytical team is assigned to the project, taking responsibility for the entire process. This person remains the same throughout the project's duration.

Before the first meeting, information regarding the areas to be discussed—backend, frontend, and integrations—is shared.

4. Workshop meeting cycle

Depending on expectations, workshops can be held in person or online. We do not limit the number or duration of the meetings. Typically, three workshops are held.

5. Documenting the findings and prioritising them

We use the MoSCoW method to establish priorities. They are described according to the following key:

- M – MUST (must be)
- S – SHOULD (should be)
- C – COULD (could be)
- W – WON'T (won't be).

Based on the priorities, we suggest the implementation stages.

6. Developing the Requirements

After the workshops, the analyst documents the business scenarios in the analysis, defines business objects, and identifies business actors. If there is a need for further clarification or confirmation of the requirements, ongoing communication is maintained with the merchant's team or third-party companies.

7. Estimation and Offer

Platform architects, within their respective contexts, analyse the business requirements and estimate the time involved. Once all data is gathered, a member of the sales team presents the offer.

what does a typical

— analytical meeting plan look like?

- 1 Kick off**
 - Discussion of the scope of the analysis
 - Discussion of communication methods within the analysis
- 2 Setting the objectives prior to the implementation of the new solution**
 - Expectations for the implementation of the eCommerce platform
 - Currently diagnosed issues
 - Key solutions to be implemented
- 3 Description of the company's internal and external environment**
 - Overview of current business processes related to eCommerce
 - Current sales markets
 - Characteristics of distributors and partners
- 4 Description of currently used software**
 - eCommerce
 - ERP
 - PIM
 - Diagnosed problems, bottlenecks

5

Description and characteristics of the product

- Product categories
- Product list
- Product sheet

6

Description of current processes related to order handling

- Sources of order acquisition (eCommerce, phone, email, distributors)
- Warehouse management
- Delivery, payment, logistics

7

Description of current processes related to customer service

- Target audience
- Pricing policy, promotion management
- Marketing and promotional actions
- Offers
- Complaints and returns

8

Processes related to customer service

- Structure of contractors
- Employees and locations, individual pricing lists
- Trade credit
- Commercial documents
- Settlements with contractors

9

Integration with external systems:

- ERP: products, prices, stock levels, orders, contractors, settlements with contractors
- PIM
- Integration with payment systems
- Integration with couriers
- Other integrations

10

Data migration

- Definition of data migration objectives
- Identification of data types to be transferred
- Assessment of current and future business needs
- Creation of a migration plan, taking into account the schedule, resources, and risks



frequently asked questions

Can the implementation offer be reviewed without a business analysis?

In theory, yes, but the price range for the implementation could be so wide that it may not provide the merchant with enough clarity to make binding decisions. It is difficult to accurately estimate a requirement like "ERP integration" — it can encompass many different aspects, and not everything is clear at the start of the cooperation. Only after breaking down the requirements into detailed components can we present a reliable estimate, followed by the offer.



“ Analysis also helps determine which business requirements can be fulfilled using ready-made solutions available within the platform, which significantly impacts reducing the implementation cost. In my opinion, this is a key value for the merchant in the analysis.

Tomasz Siepiela
Business Analyst w Merce.com

Is it possible to start the cooperation without pre-implementation analysis?

Yes, however, this is only recommended for projects that have clearly defined goals that will not be changed in the future, and for companies that can operate with task-based estimation in a Time & Material model during implementations. In such cases, the analysis takes place during the implementation, is conducted in stages, and serves to refine changes in the core solutions of the platform. Nevertheless, the analysis defines which goals can be based on the platform's standard, which significantly impacts the cost of the new solution, which is why we always recommend this process.

Can a business analysis carried out by another company serve as the basis for starting implementation with Merce.com?

All additional materials, such as technical analyses, briefs, or project maps, can be useful and serve as a foundation for preparing a worksheet, but they cannot form the basis for preparing an implementation offer. This is due to the standards of the Merce platform. During the analysis, it is defined which requirements are currently supported by the platform. Since many solutions are already available, it often turns out that the analysis shows how much of the budget can be saved by opting for existing solutions or adapting them to a limited extent.

How long does the business analysis process take, and how much time should be allocated for it?

The analytical work is specific to each case and dependent on many factors, so it is not possible to definitively specify the duration of the business analysis. For most projects, an average of three meetings is scheduled for the workshops. After the meetings, within a few business days, a worksheet is provided, where questions can be asked or any unclear points can be clarified. Subsequently, the preparation of the estimation and offer takes 2-3 weeks from the approval of the requirements worksheet.

Does completing the analytical phase result in receiving a platform proposal?

No, the analytical phase aims to gather business requirements and determine which of them can be addressed within the platform's standard features and which will require additional development work. Missing elements that need modification or creation are evaluated by platform architects and relevant teams, such as integration specialists. Once all the data is collected, a sales team member presents a comprehensive proposal containing all the necessary information.

How does the analysis verify the number of processes and, consequently, the workload involved in integrating with third-party companies?



“Analysing data from other systems and integrations is a standard part of our process. In such cases, it is crucial to establish contact with the ‘third-party companies’ responsible for these systems. Determining the scope and complexity of the integration is a key element. We frequently assist in this process by preparing specific questions for service providers or, with prior authorisation, contacting them directly.

Wojciech Kogutowicz
Business Analyst w Merce.com

What challenges might arise during the analysis process?

The larger the project, the more extensive the analysis, and consequently, the greater the likelihood of encountering unforeseen challenges. One of the most common complications, particularly in companies with complex structures, arises from describing business processes based on their original design. In such cases, the available information often stems from official procedures, regulations, or outdated documentation, while the actual processes may have changed over time. As a result, adjustments to the estimates may become necessary. To prevent this, we strongly recommend ensuring the presence of at least one representative from each involved department or area during the workshops.

Who leads and is responsible for the final stage of the analysis?

Our analysts are experienced professionals who have been involved in numerous projects at the intersection of technology and business. They provide support in identifying actual needs and categorising them, as well as recommending optimal solutions. Over the years, we have developed workshops based on the highest standards and most respected methodologies. Our analysts hold certifications in AgileBA® and Certified Professional for Requirements Engineering (IREB). We use various tools, selecting them in a way that ensures mutual understanding and facilitates interpretation for the merchant.

Who specifically should participate in the meetings?

Before the workshops, we send out information with a detailed description of the areas that will be covered. It is sufficient to designate key individuals with up-to-date knowledge in the relevant processes and areas for each meeting.

What roles or individuals are involved during the business analysis?

During the business analysis, we consider requirements from the perspective of actors. Who are they? These are individuals or systems that represent a role in relation to the business or its environment. A business actor helps define the boundaries of the organisation and identifies which external entities use the functions it provides. A sample list of roles may include:

Administrative panel user

A business actor representing an employee on the merchant's side who uses the administrative panel and has the appropriate permissions to carry out specific processes.

Unauthenticated Customer

A business actor representing a customer visiting the online store who has not logged in or does not have an account. Typically, they can place an order without creating an account but do not have access to additional information displayed on the customer account.

Authenticated Customer

A business actor representing a customer of the online store who performs available processes after logging into their account. Upon accessing the account, they gain access to additional information linked to their account.

Electronic Payment System

A business actor representing an external electronic payment system involved in processing payments through electronic methods when the customer pays for an order.

Courier System

A business actor representing an external courier system that facilitates communication for dispatching shipments and retrieving information about them for eCommerce.

Allegro Service

A business actor representing the external Allegro platform that communicates information about configurations, auctions, and purchases made by customers via the service.

ERP System

A business actor representing an Enterprise Resource Planning (ERP) system integrated with eCommerce for exchanging information essential for conducting sales in the store, primarily related to product databases, pricing, stock levels, and order fulfilment processes.

What types of processes are analysed?

Currently, we identify an average of 18 types of the most common processes. These include:

- Account registration and login
- Management of a logged-in customer account
- Browsing the product offerings
- Order registration
- Newsletter subscription
- Access to store content and information
- Product management
- Management of the admin panel
- Customer database management
- Order management
- Auction management
- Integration with payment systems
- Integration with couriers
- Integration with Allegro
- Integration with ERP - Pricing
- Integration with ERP - Products
- Integration with ERP - Stock levels
- Integration with ERP - Orders

It is important to note that each solution may have its own unique processes, which are also taken into account.

Which information is categorized in the requirements sheet?

Besides the type of the process, priority, solution proposition, estimation and optional notes, business actor and requirement group, each functionality defined throughout the analysis process, gets user stories - a description of what should the particular functionality achieve from the perspective of the business actor, acceptance criteria and acceptance criteria - agreed upon conditions which a functionality has to fulfill to consider it done

Is it possible to change the scope based on the analysis, during the implementation?

Business Analysis allows you to decide what steps to take next and to change the agreed-upon solutions if needed. Changes of scope during the process are possible, but they require re-estimating the number of work hours dedicated to the particular task.



Let's talk about the benefits of analysis.

Designing, restructuring, and integrating ICT processes within an enterprise is a key aspect of enterprise eCommerce projects. This is why we place special emphasis on analysing and understanding these processes in order to propose optimal solutions for merchants.

If you have any additional questions about pre-implementation analysis, feel free to contact us.

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