**Waterfall Model Documents**

**Document 1- Business case document template**

**➢ Why is this project initiated?**

* This project is initiated to modernize Aviva’s Master Data Management (MDM) infrastructure by migrating from an on-premise setup to a cloud-native solution. The goal is to enhance scalability, performance, security, and real-time integration capabilities while aligning with Aviva's broader cloud transformation strategy.

**➢ What are the current problems?**

* Inability to scale with growing data volumes.
* High maintenance costs for legacy infrastructure.
* Delays in real-time data availability and syncing.
* Manual intervention for data stewardship and governance.
* Limited support for modern data compliance regulations (e.g., GDPR, PIPEDA).

**➢ With this project how many problems could be solved?**

The project directly addresses at least five critical challenges:

1. **Scalability and performance bottlenecks**
2. **High operational overhead**
3. **Delayed data accessibility**
4. **Manual governance and poor data quality**
5. **Non-compliance with current security regulations**

**➢ What are the resources required?**

* **Time:** 12 months
* **Budget:** ₹9 Crores
* **Resource Categories:**
	+ Hardware Costs – Cloud infra migration and decommissioning on-prem servers.
	+ Software Costs – Licensing cloud MDM and integration tools.
	+ Training Expenses – Upskilling teams for new cloud tools and workflows.
	+ Services Costs – Implementation, testing, and consultancy services.
	+ Third-Party Software Evaluation – External tool assessments and POCs.
	+ Site Visits – For collaboration across locations.
	+ Miscellaneous Expenses – Contingency, documentation, and operational gaps.

**➢ How much organizational change is required to adopt this technology?**

A moderate-to-high level of change is required, including:

* Re-alignment of data governance practices
* User training and support systems for cloud adoption
* Shift to DevOps and CI/CD for cloud operations
* Changes in access, roles, and permissions structures
* Executive and cross-functional alignment

**➢ Time frame to recover ROI?**

Estimated **18 to 24 months**, considering cost reduction in hardware maintenance, enhanced efficiency, regulatory compliance, and improved decision-making via trusted data.

**➢ How to identify Stakeholders?**

Stakeholders are identified based on their impact and influence over MDM processes and outcomes.
Key methods include:

* Stakeholder mapping (Influence vs. Interest grid)
* RACI Matrix (Responsible, Accountable, Consulted, Informed)
* Engaging cross-functional representatives from:
	+ Business (Claims, Underwriting, Customer Service)
	+ Data & IT teams
	+ Security, Risk & Compliance
	+ MDM Product Owners
	+ Executive Sponsors & Project Governance teams

**Document 2: BA Strategy**

**Write BA Approach strategy**

1. Elicitation Techniques to Apply:

* Interviews with stakeholders to gather detailed requirements.
* Workshops to promote collaboration and get consensus.
* Surveys/Questionnaires for large user groups.
* Document Analysis of existing processes or systems.
* Observation (Job Shadowing) for real-time understanding.
* Prototyping to visualize expected system behavior.

2. Stakeholder Analysis (RACI/ILS):

* Use a Stakeholder Matrix to assess Influence vs. Interest.
* Define roles using RACI Chart:
	+ Responsible: Who does the work (BA, Dev)
	+ Accountable: Who owns the outcome (PM, Sponsor)
	+ Consulted: Subject Matter Experts, Architects
	+ Informed: End users, Operations
* ILS (Information, Logistics, Support): Helps track communication, logistics needs, and support mechanisms for stakeholders.

3. Key Documents to Write:

* Business Requirements Document (BRD)
* Functional Requirements Document (FRD)
* Use Case Document / User Stories
* Process Flows & Wireframes
* Requirement Traceability Matrix (RTM)
* Change Request Forms
* UAT Test Cases and Reports
* Client Sign-off Forms

4. Process for Document Sign-off:

* Conduct a walkthrough session with stakeholders.
* Collect feedback and revise the document as needed.
* Share the final version with version control.
* Use email or workflow tools (e.g., JIRA/SharePoint) for formal sign-off.

5. Approval from Client:

* Submit documents through agreed channels.
* Schedule a review meeting to resolve queries.
* Ensure client signs off via email confirmation or digital signature on the final documents.
* Archive approval documents for compliance.

6. Communication Channels to Establish and Implement:

* Weekly status calls with stakeholders
* Project Management tools (e.g., JIRA, Confluence)
* Emails for formal approvals and follow-ups
* Chat tools like MS Teams/Slack for daily updates
* Dashboards and reports for visual tracking

7. Handling Change Requests:

* Use a Change Request Form (CRF)
* Perform Impact Analysis (cost, time, scope)
* Get approval from Change Control Board (CCB)
* Update BRD/RTM accordingly
* Track changes using version control and logs

8. Updating Project Progress to Stakeholders:

* Send Weekly Status Reports
* Maintain and share a project dashboard
* Highlight risks, blockers, and milestones
* Use RAG (Red-Amber-Green) indicators for clarity
* Conduct monthly steering committee meetings

9. UAT and Client Sign-off Process:

* Create UAT Plan and Test Scenarios based on requirements
* Involve business users to perform UAT
* Document test results and fix defects
* Upon successful UAT, get signoff via Client Project Acceptance Form
* Archive signed documents in project repository

**Document 3- Functional Specifications**

|  |  |
| --- | --- |
| Project Name | Aviva MDM Modernization – On-Premise to Cloud Migration |
| Customer Name | Aviva Canada Insurance |
| Project Version | 001 |
| Project Sponsor | Mr. Karan (Head of Data & Analytics, Aviva)  |
| Project Manager | Mr. Abhay (MDM Transformation Lead) |
| Project Initiated Date | 01-Apr-2025 |

**Functional Requirement specifications:**

|  |  |  |  |
| --- | --- | --- | --- |
| Req ID  | Req Name | Req Description | Priority |
| FR0001 | Customer Data Migration | Migrate all customer master records from MDM on-prem to IDMC Cloud MDM | High |
| FR0002 | Real-time Data Sync | Enable real-time integration between source systems and cloud MDM via APIs | High |
| FR0003 | Golden Record Creation | Define survivorship rules to ensure accurate golden record formation in cloud MDM | High |
| FR0004 | Data Quality Validation | Integrate IDQ rules to validate and cleanse customer data pre/post-migration |  Medium |
| FR0005 | Role-based Access | Implement RBAC to ensure user-specific access to MDM entities and attributes | High |
| FR0006 | Audit and Logging | Maintain audit trails and logs for all create/update/delete operations in cloud MDM | Medium |
| FR0007 | Reporting & Dashboards | Provide operational dashboards for business teams to track data quality and usage | Low |
| FR0008 | UAT Support | Allow mock environments and test data setup for UAT validation | High |
| FR0009 | Change Management | Define a mechanism to support minor config changes post go-live | Medium |

**Document 4- Requirement Traceability Matrix**



**Document 5- BRD Template**

**1.Document Versions**

|  |  |  |
| --- | --- | --- |
| Date | Version Number | Document Changes |
| 02/05/2025 | 0.1 | Initial Draft |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

**2. Approvals**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Role** | **Name** | **Title** | **Signature** | **Date** |
| Project Sponser | Mr. Abhay  |  |  | 02/05/2025 |
| Business Owner | Mr. Ankit |  |  | 02/05/2025 |
| Project Manager | Mr. Pranay |  |  | 02/05/2025 |
| System Architect | Mr. Harshith |  |  | 02/05/2025 |
| Development Lead | Ms. Sunny |  |  | 02/05/2025 |
| User Experience Lead | Mr. Sayan |  |  | 02/05/2025 |
| Quality Lead  | Mr. Vijay |  |  | 02/05/2025 |
| Content Lead | Mr. Suchith |  |  | 02/05/2025 |

**3. RACI Chart**

In the RASCI model:

**R stands for Responsible:** These are the individuals or roles responsible for completing the task or making the decision.

**A stands for Accountable:** This is the person who is ultimately answerable for the completion of the task or the decision-making process. There should be only one person accountable for each task or decision.

**S stands for Support:** These are the individuals or roles that provide assistance or support to those responsible for completing the task.

**C stands for Consulted:** These are the individuals or roles that need to be consulted before a decision is made or action is taken. Their input is valuable for the completion of the task.

**I stands for Informed:** These are the individuals or roles that need to be kept informed about the progress or outcome of the task or decision-making process. They are not directly involved but need to be aware of what's happening.



**4. Introduction**

* 1. **Business Goals**
* Enable Aviva to modernize MDM capabilities on a cloud platform for scalability, agility, and regulatory compliance.

**4.2 Business Objectives**

* The Migrate from legacy MDM to a scalable cloud-native platform.
* Improve data quality, governance, and real-time integration.

 **4.3 Business Rules**

* Firstly, All customer records must follow survivorship rules.
* Matching and merging to adhere to compliance regulations.

 **4.4 Background**

Aviva’s legacy on-prem MDM faced issues like limited scalability, high maintenance, and delayed integration with other systems. The modernization project aims to address these and support future growth.

 **4.5 Project Objective**

* The To deploy a cloud-based MDM platform integrated with enterprise systems, supporting real-time customer data updates, improved stewardship, and analytics readiness.

 **4.6 Project Scope**

**4.6.1 In Scope Functionality**

* In-scope Golden Record Management
* Real-time & batch integration
* Data stewardship console
* Hierarchy management

 **4.6.2 Out Scope Functionality**

* Downstream application updates
* MDM mobile app version

 **5. Assumptions**

* The Cloud infrastructure is provisioned.
* APIs from source systems are available.

**6. Constraints**

* The Budget constraints
* Timeline fixed by business quarter deadlines
* Limited legacy documentation

**7. Risks**

**Technological Risks**: Incompatibility between legacy formats and cloud ingestion.
**Skills Risks**: Lack of hands-on cloud MDM expertise.
**Political Risks**: Resistance from departments reliant on legacy systems.
**Business Risks**: Delay in customer support operations during migration.
**Requirements Risks**: Incomplete understanding of downstream dependencies.
**Other Risks**: Vendor dependency for cloud tool support.

**8. Business Process Overview**

**8.1 Legacy System (AS-IS)**
Customer data managed on an on-prem Informatica MDM platform with batch updates and limited integration.

**8.2 Proposed (TO-BE)**
Cloud-based real-time MDM with improved governance, lineage, survivorship, and integrations.

**9. Business Requirements**

|  |  |  |  |
| --- | --- | --- | --- |
| **S.No** | **Business Requirements** | **Functionality** | **Priority** |
| 1 | Golden Record Management | Match, merge, and maintain a single source of truth | High |
| 2 | Real-time Integration Support | Enable live data sync with enterprise systems via APIs | High |
| 3 | Data Stewardship Console | Interface for data review, validation, and approval | High |
| 4 | Security and Compliance |

|  |  |
| --- | --- |
| Ensure compliance with GDPR, PIPEDA, and secure encryption standards |  |

 | High |
| 5 | Multi-domain MDM Support | Manage multiple domains like Customers, Policies, and Agents | High |

 **10. Appendices**

**10.1 List of Acronyms**
MDM – Master Data Management
RTO – Recovery Time Objective
RPO – Recovery Point Objective

**10.2 Glossary**
Survivorship – Rule to determine master record
Stewardship – Human review and correction of records

**10.3 Related Documents**

* Functional Specifications Document
* Requirement Traceability Matrix