**Waterfall Model Documents:**

**Document 1:**

Business Case document template:

**Why is this project initiated?**

* This CRM project is initiated to address the inefficiencies caused by departmental silos, repetitive data entry, and lack of a unified customer view. The goal is to streamline processes, improve customer service, and enable data-driven decision-making.

**2. What are the current problems?**

* **Departmental Silos**: Lack of integration between departments leading to fragmented customer data and poor service.
* **Repetitive Data Entry**: Customer details need to be entered multiple times, increasing errors and time wasted.
* **Lack of RM Tracking**: No automated system to track Relationship Manager engagements, leading to missed opportunities.
* **Unmonitored Interactions**: RM interactions are not tracked, causing inefficiency and lost customer engagement chances.
* **Customer Frustration**: Customers face delays and repeated queries, reducing satisfaction.

**3. With this project, how many problems could be solved?**

* **Centralized Customer Data**: Solves the problem of data silos by consolidating customer information under one ID.
* **Automated RM Tracking**: Resolves the issue of untracked RM interactions, ensuring timely engagements.
* **Improved Efficiency**: Reduces repetitive data entry, enhances query resolution, and improves overall customer experience.
* **Better Customer Insights**: Data-driven decision-making will allow for proactive and personalized service, leading to fewer customer frustrations.

**4. What are the resources required?**

* **Software Tools**: CRM platform (e.g., Salesforce, Zoho, or custom solution).
* **Hardware**: Servers or cloud infrastructure to store data.
* **Human Resources**: Project managers, CRM developers, business analysts, and Relationship Managers (RMs).
* **Training**: Staff training on the new system and processes.
* **Time**: Time for implementation (depending on project phases, 6-12 months typically).

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

* **Moderate to High**:
  + Adoption will require change in processes, especially in how customer data is managed and accessed.
  + Employees will need to adjust to new workflows, such as integrated complaint tracking and automated RM prompts.
  + Training will be required for staff across departments to understand and use the new system effectively.

**6. Time frame to recover ROI?**

* Typically, **6 to 12 months** after full CRM implementation, depending on the scale and the efficiency improvements it brings. Benefits like increased customer retention and operational efficiency will begin to show within the first few months post-implementation.

**7. How to identify Stakeholders?**

* **Internal Stakeholders**:
  + **Executives**: Senior leadership responsible for business goals.
  + **Project Team**: Developers, business analysts, and system integrators.
  + **Department Heads**: Sales, support, billing, and complaints team leaders.
  + **End Users**: Relationship Managers, customer service staff, and other CRM users.
* **External Stakeholders**:
  + **CRM Software Providers**: Vendors or development partners.
  + **Consultants**: If any external consultants are hired for system integration or change management.
  + **Customers**: Direct beneficiaries of the improved service and interaction.

Document 2:

BA Strategy

**Steps to Follow to Complete a Project**

* **Initiation Phase**:
  + Define project objectives, scope, and deliverables.
  + Identify stakeholders.
  + Conduct a project kick-off meeting.
* **Requirements Gathering Phase**:
  + Conduct business process analysis and gather functional and non-functional requirements.
  + Prepare a detailed Business Requirements Document (BRD) or Functional Specification Document (FSD).
* **Analysis & Design Phase**:
  + Analyze requirements and map them to system design.
  + Collaborate with the technical team to create design documents and mockups.
* **Development & Testing Phase**:
  + Support the development team in understanding requirements.
  + Conduct User Acceptance Testing (UAT) and coordinate with stakeholders for feedback.
* **Implementation & Deployment Phase**:
  + Ensure smooth deployment with a focus on change management.
  + Review post-deployment results and troubleshoot any issues.
* **Closure Phase**:
  + Final project sign-off from client.
  + Create a project closure document summarizing deliverables and outcomes.

**2. Elicitation Techniques to Apply**

* **Interviews**: Speak with key stakeholders (clients, SMEs, end-users) to gather information.
* **Surveys/Questionnaires**: Collect data from a larger group of users for their feedback.
* **Workshops**: Facilitate collaborative sessions with stakeholders to gather, refine, and prioritize requirements.
* **Observation**: Observe the current workflow or system usage to understand pain points.
* **Document Analysis**: Review existing documentation, such as business plans, reports, or previous project documents.
* **Prototyping**: Create simple mockups to elicit detailed user feedback.

**3. Stakeholder Analysis**

* **Identify Stakeholders**: List all stakeholders involved (internal/external) and classify them by influence and interest.
* **Categorize Stakeholders**: Use a Power/Interest Grid (High Power-High Interest, High Power-Low Interest, etc.).
* **Assess Stakeholder Needs**: Understand what each stakeholder expects from the project.
* **Engagement Strategy**: Develop a plan for communication and engagement based on each stakeholder's role and influence.

**4. RACI/ILS Matrix**

* **RACI (Responsible, Accountable, Consulted, Informed)**:
  + Define roles for each task or deliverable (who is responsible, accountable, consulted, and informed).
  + Example:
    - **Responsible**: BA
    - **Accountable**: Project Manager
    - **Consulted**: Subject Matter Experts (SMEs)
    - **Informed**: Client/Stakeholder
* **ILS (Input, Lead, Support)**:
  + Define who provides input, leads the work, and who supports the task.

**5. Documents to Write**

* **Business Requirements Document (BRD)**: Detailed description of business needs and project objectives.
* **Functional Specification Document (FSD)**: Detailed functional requirements and design specifications.
* **Use Case / User Stories**: To describe specific functions or user interactions.
* **Traceability Matrix**: Tracks each requirement through its lifecycle (design, development, testing).
* **Change Request Forms**: For managing scope changes during the project.
* **Test Cases and UAT Documents**: For User Acceptance Testing (UAT) planning and tracking.

**6. Process to Follow to Sign Off on Documents**

* **Document Creation**: The BA writes the document in collaboration with relevant teams.
* **Review Process**: Share the document with stakeholders for review and feedback.
* **Revisions**: Update the document based on feedback.
* **Approval Meeting**: Organize a formal meeting with key stakeholders to review and sign off.
* **Formal Sign-Off**: Once reviewed and agreed upon, get a formal sign-off via email or signatures.

**7. Approvals from the Client**

* **Regular Check-ins**: Schedule regular meetings with clients to review deliverables.
* **Client Feedback**: Gather feedback after each milestone or deliverable.
* **Formal Approval**: For major deliverables (e.g., BRD, FSD), get formal sign-off via a document or email.

**8. Communication Channels to Establish and Handle Impediments**

* **Communication Tools**: Use project management tools (e.g., Jira, Trello) and communication platforms (e.g., Slack, Teams, Email).
* **Regular Status Updates**: Weekly or bi-weekly status reports to stakeholders with updates on progress, risks, and issues.
* **Impediment Management**: Identify and escalate impediments (blockers) to the project manager for resolution.
* **Escalation Process**: Set a clear escalation process for issues that cannot be resolved at the BA level.

**9. Handling Change Requests**

* **Document the Change**: Ensure each change request is well documented with a clear description of the requested change.
* **Impact Analysis**: Assess how the change will affect timelines, resources, and the budget.
* **Approval Process**: Present the change request to stakeholders for approval.
* **Update Documents**: Revise relevant documents (e.g., BRD, FSD) after approval.
* **Communicate Changes**: Inform all stakeholders about the changes and adjust project plans accordingly.

**10. Updating Progress of the Project to Stakeholders**

* **Regular Status Reports**: Share regular updates on the project’s progress, risks, and next steps.
* **Milestone Reviews**: Host milestone review meetings with stakeholders to assess progress.
* **Dashboard/Tracking Tools**: Use project management tools to provide real-time updates.

**11. UAT Sign-Off Process**

* **UAT Planning**: Work with clients to develop UAT test cases and ensure test scenarios cover all business requirements.
* **UAT Execution**: Coordinate UAT execution with stakeholders, track results, and resolve issues promptly.
* **UAT Sign-Off**: Once all UAT criteria are met and issues are resolved, get formal sign-off from the client.

**12. Client Project Acceptance Form**

* **Acceptance Criteria**: Define clear criteria for project acceptance (e.g., functionality, performance, customer satisfaction).
* **Final Review**: Conduct a final review meeting with the client to ensure all deliverables meet the agreed-upon standards.
* **Acceptance Form**: Create a formal document where the client confirms the project is completed to their satisfaction.
* **Sign-Off**: Ensure that both the client and project team sign the acceptance form to formally conclude the project.

Document 3:

Functional Specifications

|  |
| --- |
| **Project Name:** |
| Customer Relationship management |
|  |
| **Customer Name:** |
| ICICI Bank ltd |
|  |
| **Project Version:** |
| 1.0.0 |
|  |
| **Project Sponsor:** |
| Mr Henry Dsouza |
|  |
| **Project Manager:** |
| Mr Deepak Mahajan |
|  |
| **Project Initiation Date:** |
| 29.01.2025 |

|  |  |  |  |
| --- | --- | --- | --- |
| **Req ID** | **Req Name** | **Req Description** | **Priority** |
| FR0001 | Centralized Customer Data | Consolidate all customer data under a single Customer ID for seamless management. | High |
| FR0002 | Complaint Tracking | Integrate features to efficiently track and resolve customer complaints. | High |
| FR0003 | RM Interaction Automation | Automate prompts for RMs to ensure timely engagement and accountability. | Medium |
| FR0004 | Enhanced Query Resolution | Improve efficiency in handling and resolving customer queries. | Medium |
| FR0005 | Data-Driven Decision Making | Provide better insights through unified and actionable customer data analytics. | High |
| FR0006 | Real-Time Notifications | Enable real-time alerts and notifications for customer-related activities. | Medium |
| FR0007 | Self-Service Portal | Provide customers with an online portal for self-service options. | Low |
| FR0008 | Integration with External Systems | Integrate CRM system with external platforms for data sharing and updates. | Medium |

Document 4:

Requirement Traceability Matrix

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Req ID** | **Req Name** | **Req Description** | **Design** | **D1** | **T1** | **D2** | **T2** | **UAT** |
| FR0001 | Centralized Customer Data | Consolidate all customer data under a single Customer ID for seamless management. | D1 | Yes | TC001 | D2 | TC002 | Yes |
| FR0002 | Complaint Tracking | Integrate features to efficiently track and resolve customer complaints. | D2 | Yes | TC002 | D3 | TC003 | Yes |
| FR0003 | RM Interaction Automation | Automate prompts for RMs to ensure timely engagement and accountability. | D3 | Yes | TC003 | D4 | TC004 | Pending |
| FR0004 | Enhanced Query Resolution | Improve efficiency in handling and resolving customer queries. | D4 | Yes | TC004 | D5 | TC005 | Yes |
| FR0005 | Data-Driven Decision Making | Provide better insights through unified and actionable customer data analytics. | D5 | Yes | TC005 | D6 | TC006 | Yes |
| FR0006 | Real-Time Notifications | Enable real-time alerts and notifications for customer-related activities. | D6 | Yes | TC006 | D7 | TC007 | Pending |
| FR0007 | Self-Service Portal | Provide customers with an online portal for self-service options. | D7 | Yes | TC007 | D8 | TC008 | Yes |
| FR0008 | Integration with External Systems | Integrate CRM system with external platforms for data sharing and updates. | D8 | Yes | TC008 | D9 | TC009 | Pending |

Document 5:

BRD template:

|  |  |
| --- | --- |
| **Project Name** | Customer Relationship Management (CRM) Implementation |
| **Project ID** | CRM-2025-001 |
| **Version ID** | 1 |
| **Author** | Garima Sharma |

* 1. Document Revisions

|  |  |  |  |
| --- | --- | --- | --- |
| **Date** | **Version** | **Number** | **Document Changes** |
| 1/30/2025 | 1 | 1 | Initial document creation with project details and scope. |
| 2/5/2025 | 1.1 | 2 | Added detailed requirements for Complaint Tracking and RM Interaction Automation. |
| 2/10/2025 | 1.2 | 3 | Revised Data-Driven Decision-Making section with new metrics. |
| 2/15/2025 | 1.3 | 4 | Updated risk management section with new mitigation strategies. |

* 1. Approvals:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Role** | **Name** | **Title** | **Signature** | **Date** |
| **Project Sponsor** | Mr Henry Dsouza | CEO | [Signature] | 21.01.2025 |
| **Business Owner** | Mr Aman | MD | [Signature] | 22.01.2025 |
| **Project Manager** | Mr Deepak Mahajan | Project Manager | [Signature] | 23.01.2025 |
| **System Architect** | Ms Deepika Mahajan | System Architect | [Signature] | 24.01.2025 |
| **Development Lead** | Ms Anamika | Team Lead | [Signature] | 25.01.2025 |
| **User Experience Lead** | Mr Irfan | user experience lead | [Signature] | 26.01.2025 |
| **Quality Lead** | Mr Sumit Chopra | Quality lead | [Signature] | 27.01.2025 |
| **Content Lead** | Ms Sunita Chopra | Content lead | [Signature] | 28.01.2025 |

3)

RACI Chart for This Document

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Document Creation (BRD)** | **Changes to Document** | **Review and Approval** |
| **Project Manager** | R (Responsible) | A (Accountable) | A (Accountable) |
| **System Architect** | S (Supports) | C (Consulted) | C (Consulted) |
| **Development Lead** | S (Supports) | C (Consulted) | I (Informed) |
| **User Experience Lead** | S (Supports) | C (Consulted) | I (Informed) |
| **Quality Lead** | S (Supports) | C (Consulted) | I (Informed) |
| **Content Lead** | S (Supports) | C (Consulted) | I (Informed) |
| **Project Sponsor** | I (Informed) | A (Accountable) | A (Accountable) |
| **Business Owner** | I (Informed) | C (Consulted) | C (Consulted) |

4)

**4.1 Business Goals**

This section describes the organization's goals and needs.

**Need:**

* **Centralized Customer Data:** The organization needs a unified system where all customer data is consolidated under a single Customer ID, enabling seamless management and better customer insights.
* **Complaint Tracking:** There is a need to integrate features that will efficiently track and resolve customer complaints, ensuring customer satisfaction.
* **RM Interaction Automation:** The business requires an automated system that prompts Relationship Managers (RMs) to ensure timely engagement and accountability with customers.
* **Enhanced Query Resolution:** There is a need to improve the handling and resolution of customer queries, enhancing service efficiency and response times.
* **Data-Driven Decision-Making:** The organization needs to leverage unified and actionable customer data to drive business decisions, improve operational efficiency, and increase profitability.

**4.2 Business Objectives**

The primary objective is to provide an IT solution for:

* **Centralized Customer Data:** Implement a system where all customer data is consolidated under one Customer ID, ensuring streamlined management and easy access for RMs and support teams.
* **Complaint Tracking System:** Develop a system to efficiently track customer complaints and ensure that they are resolved quickly, improving customer experience.
* **RM Interaction Automation:** Automate the process of prompting Relationship Managers to engage with customers at the right time, ensuring timely follow-up and accountability.
* **Enhanced Query Resolution:** Create features that will enhance the efficiency and speed with which customer queries are resolved, improving overall customer satisfaction.
* **Data-Driven Decision-Making:** Implement an analytics tool that uses the unified customer data to provide actionable insights for business decisions, helping the organization improve its strategies.

**4.3 Business Rules**

This section outlines the organization’s policies, procedures, and rules and regulations relevant to the project.

* **Centralized Data Handling:** All customer data must be consolidated under a unique Customer ID to ensure consistency across platforms.
* **Complaint Resolution:** Complaints must be tracked from initiation to resolution with detailed timestamps, and no complaint should be left unresolved for more than 48 hours.
* **RM Engagement:** Relationship Managers must be prompted for engagement based on customer activity or inactivity.
* **Query Resolution:** All customer queries must be acknowledged within 24 hours, and resolution times should not exceed 72 hours unless escalated.
* **Data Security and Compliance:** All customer data must be handled in accordance with the organization’s data privacy policies and applicable regulatory standards (e.g., GDPR, CCPA).

**4.4 Background**

Provide a brief history of how the project came to be proposed and initiated, the business issues or problems identified, and the expected benefits of implementing the project or developing the product.

* **Project Origin:** This project was initiated in response to inefficiencies in customer data management, complaint handling, and Relationship Manager (RM) interactions.
* **Business Issues:** Currently, customer data is siloed across various systems, leading to fragmented views of customer interactions. There are also challenges in tracking complaints and ensuring that they are addressed promptly. Relationship Managers are manually tracking customer engagement, which can lead to delays.
* **Expected Benefits:** By implementing the centralized customer data system, we will achieve a unified view of the customer, improve the efficiency of complaint resolution, ensure timely RM interactions, and make data-driven decisions. This will result in improved customer satisfaction and operational efficiency.

**4.5 Project Objective**

These should describe the overall goal in developing the product, high-level descriptions of what the product will do, how it aligns with business objectives, and the requirements for interaction with other systems.

* **Objective:** "The goal of this project is to create a unified system that consolidates customer data, automates RM prompts, improves complaint tracking and query resolution, and provides actionable insights through data-driven decision-making."
* **High-Level Functionality:**
  + Centralized Customer Data under a single Customer ID
  + Integrated Complaint Tracking system
  + Automated RM Interaction system
  + Enhanced Query Resolution capabilities
  + Analytics for Data-Driven Decision-Making

**4.6 Project Scope**

This section describes the boundaries of the project and what will be developed in the current phase.

* **Scope:** "The current project will focus on implementing a centralized customer data system, complaint tracking features, RM interaction automation, enhanced query resolution tools, and a data analytics platform."

**4.6.1 In-Scope Functionality**

The following functionalities are in scope for this project:

* **Centralized Customer Data:**
  + Consolidation of customer data into a single Customer ID.
  + Integration with other internal systems for consistent customer views.
* **Complaint Tracking:**
  + A system to log and track customer complaints.
  + Escalation management for unresolved complaints.
* **RM Interaction Automation:**
  + Automated prompts for Relationship Managers to ensure timely engagement.
  + Interaction tracking for accountability.
* **Enhanced Query Resolution:**
  + Improved query management system with faster response times.
  + Integration with support teams for resolution tracking.
* **Data-Driven Decision-Making:**
  + Analytics platform to provide insights from the consolidated customer data.
  + Reports and dashboards for decision-makers.

5) Assumptions:

1. **Availability of Customer Data:** It is assumed that all customer data is readily available and can be consolidated under a single Customer ID without significant data cleanup or migration challenges.
2. **Integration with Existing Systems:** The assumption is that the existing systems (e.g., CRM, ERP) will be able to integrate smoothly with the new centralized customer data system without major changes.
3. **Timely Feedback from Stakeholders:** The project assumes that stakeholders, including Relationship Managers and customer support teams, will provide timely feedback during the development phases to ensure the system meets operational needs.
4. **Compliance with Regulatory Requirements:** It is assumed that the development and handling of customer data will comply with all relevant regulations (e.g., GDPR, CCPA) and that the organization will provide the necessary support to ensure compliance.
5. **Resources Availability:** The project assumes that the required technical resources, such as developers, testers, and business analysts, will be available throughout the project lifecycle.
6. **Training for End Users:** The assumption is that there will be adequate training provided to all users (e.g., Relationship Managers, customer support staff) on how to use the new system effectively.
7. **Technology Infrastructure:** The assumption is that the current infrastructure (servers, networks, etc.) will support the new features without major upgrades or modifications.
8. **Customer Adoption:** It is assumed that customers will adopt the new complaint tracking and query resolution features and will engage with the system as intended.
9. **No Major Scope Changes:** It is assumed that there will be minimal changes to the project scope after the requirements are finalized, and any scope changes will be managed through a formal change request process.
10. **System Performance Requirements:** It is assumed that the system will perform as expected under normal operational load, with no major performance issues anticipated during rollout.
11. **Support and Maintenance:** The organization will provide necessary support and maintenance post-deployment to handle issues, bugs, or system upgrades.

6) Constraints:

A) **Budget Limitations:** The project must be completed within the allocated budget, which may limit the scope of certain functionalities or the resources available for development.

B) **Timeline Restrictions:** The project has a fixed timeline for delivery, which may affect the depth of testing, user training, or additional feature enhancements.

C) **Resource Availability:** The availability of key personnel (e.g., developers, business analysts) may impact the project schedule, especially if multiple projects are running concurrently.

D) **Integration Complexity:** The complexity of integrating with existing systems (e.g., CRM, ERP) could impact the project timeline and may require additional customization efforts.

E) **Regulatory Compliance:** The project must comply with various regulatory requirements, such as GDPR and CCPA, which may require specific security measures, data handling protocols, and operational changes.

F) **Data Quality and Consistency:** The quality and consistency of the existing customer data may affect the process of consolidating it under a single Customer ID and could require additional efforts for data cleansing and migration.

G) **Technology Limitations:** The project may be constrained by the capabilities and limitations of the current technology stack (e.g., legacy systems, outdated infrastructure).

H) **User Adoption and Change Management:** The success of the system is dependent on end-users’ willingness to adopt the new system. Any resistance or slow adoption may delay full project success.

I) **Third-Party Dependencies:** The system may rely on third-party vendors or services for certain features (e.g., payment gateways, external data sources), which could affect the project timeline and introduce risks related to their availability and performance.

J) **Security and Privacy Considerations:** The system must meet stringent security and privacy standards for handling sensitive customer data, potentially limiting certain features or requiring additional resources for security implementation.

K) **Customization and Configuration:** Due to the need to cater to specific organizational needs, certain functionalities might require extensive customization, which may impact project cost and timeline.

L) **Hardware and Infrastructure Constraints:** The project may be limited by the available hardware or infrastructure capacity, which could require additional investments in upgrading the system.

M) **Scope Changes:** Any scope changes introduced after the project has started may affect the overall project delivery time and budget.

7)

Risks:

**Strategies for Managing Risks:**

* **Avoid:** Take action to eliminate the risk entirely.
* **Mitigate:** Take steps to reduce the impact or likelihood of the risk occurring.
* **Transfer:** Shift the risk to another party or entity (e.g., outsourcing, insurance).
* **Accept:** Acknowledge the risk and accept its consequences, but monitor closely.

**Technological Risks**

These risks relate to the technology that will be used in the project.

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk** | **Likelihood** | **Impact** | **Strategy** |
| Integration issues with legacy systems | Medium | High | Mitigate: Use a phased approach for integration, conduct compatibility tests early. |
| Security vulnerabilities in customer data management | Medium | High | Mitigate: Implement strong encryption, conduct regular security audits, and ensure compliance with data privacy laws. |
| Technology stack limitations | Low | Medium | Accept: Proceed with the current stack but monitor for any need for future upgrades. |

**Skills Risks**

These risks pertain to the availability of skilled staff for the project.

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk** | **Likelihood** | **Impact** | **Strategy** |
| Lack of skilled developers in specific technologies (e.g., mobile app development) | Medium | High | Mitigate: Upskill existing staff or hire experienced developers. |
| Knowledge gaps in data analytics or AI capabilities | Low | Medium | Transfer: Consider outsourcing certain tasks to external consultants. |

**Political Risks**

These risks involve political forces that may affect the project.

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk** | **Likelihood** | **Impact** | **Strategy** |
| Changes in regulations (e.g., data privacy laws) | Medium | High | Mitigate: Regularly monitor regulatory changes and adapt project deliverables as necessary. |
| Organizational shifts or restructuring | Low | Medium | Accept: Continue project with flexibility to accommodate any structural changes. |

**Business Risks**

These risks address potential business implications if the project is delayed or canceled.

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk** | **Likelihood** | **Impact** | **Strategy** |
| Project cancellation due to budget cuts | Low | High | Accept: Prepare a contingency plan and ensure critical functionalities are prioritized. |
| Misalignment with business goals after project completion | Medium | Medium | Mitigate: Ensure regular alignment meetings with business stakeholders and adjust project scope if necessary. |

**Requirements Risks**

These risks focus on the potential that requirements may not have been fully or correctly captured.

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk** | **Likelihood** | **Impact** | **Strategy** |
| Ambiguity or misunderstanding of customer data requirements | High | High | Mitigate: Conduct regular validation sessions with stakeholders to confirm requirements. |
| Misalignment in expected outcomes for complaint tracking system | Medium | Medium | Mitigate: Set clear expectations with users and involve them in the design process. |

**Other Risks**

This section addresses any other risks that don't fall into the above categories.

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk** | **Likelihood** | **Impact** | **Strategy** |
| Vendor delays or issues with third-party integrations | Medium | Medium | Mitigate: Establish clear service level agreements (SLAs) with third-party vendors and maintain regular communication. |
| Unforeseen project scope creep | High | Medium | Avoid: Set clear scope boundaries at the beginning and control changes through a formal change management process. |

8) Business process overview:

**8.1 Legacy System (AS-IS)**

The **AS-IS** process refers to the current state of operations or the existing system in use. It outlines the challenges faced by the organization and describes how things are currently being done.

**Process Overview:**

* **Customer Data Management:**
  + Customer data is stored in multiple, disconnected systems, leading to duplication, errors, and difficulties in data retrieval.
  + Each department (e.g., sales, support) has its own view of customer data, causing inconsistencies.
* **Complaint Tracking:**
  + Complaints are manually logged and tracked through spreadsheets or simple systems.
  + Lack of automated escalation and follow-up procedures leads to delays in resolution.
* **Relationship Manager (RM) Interactions:**
  + Relationship Managers have to manually track and engage with customers.
  + There are no automated reminders or prompts, which can lead to missed interactions and customer dissatisfaction.
* **Query Resolution:**
  + Customer queries are tracked manually, and there is no unified system to log, categorize, or prioritize queries.
  + Query resolution times are inconsistent due to manual tracking and lack of automation.
* **Decision-Making:**
  + Business decisions are made based on fragmented, outdated, or incomplete data from various departments.
  + Lack of a unified data system makes it difficult to generate accurate and actionable insights.

**8.2 Proposed Recommendations (TO-BE)**

The **TO-BE** process outlines the recommended changes and how the new system will address the challenges faced by the legacy system. It focuses on automating processes, improving data management, and enhancing decision-making.

**Proposed Process Overview:**

* **Centralized Customer Data Management:**
  + All customer data will be consolidated under a single Customer ID, accessible across all departments, ensuring consistency and accuracy.
  + Integration with internal systems (e.g., CRM, ERP) will streamline data access and updates.
* **Complaint Tracking System:**
  + A fully integrated, automated complaint tracking system will be implemented to log, categorize, and resolve complaints.
  + Automated escalation rules and follow-up prompts will ensure timely resolution and improve customer satisfaction.
* **Automated RM Interaction:**
  + Relationship Managers will receive automated prompts for customer engagement based on activity or inactivity.
  + The system will automatically track and log interactions, ensuring timely and accountable RM engagement.
* **Enhanced Query Resolution System:**
  + A unified system will be implemented to log and prioritize customer queries.
  + Automation will ensure faster response times and efficient resolution tracking.
* **Data-Driven Decision-Making:**
  + All customer data will be integrated into a centralized analytics platform, providing real-time, actionable insights.
  + Dashboards and reporting tools will help decision-makers quickly assess business performance and make informed decisions.

The **TO-BE** system will address the challenges of the legacy system by ensuring streamlined processes, improved customer data management, and automation of key tasks such as complaint tracking and RM interactions. This will lead to more efficient operations and enhanced customer satisfaction.

9)

**Business Requirements**

This section details the business requirements categorized by **priority** and **area of functionality**. Each requirement is aligned with the overall project goals and offers a clear description of the functionality and its importance. The requirements are followed by a traceability matrix for tracking through the project lifecycle.

**9.1 Business Requirements Traceability Matrix**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Req ID** | **Requirement Name** | **Requirement Description** | **Priority** | **Area of Functionality** | **Use Case Documentation** | **Other Reference Materials** |
| FR0001 | Centralized Customer Data | Consolidate all customer data under a single Customer ID for seamless management. | High | Customer Data Management | Use Case: UC001 | Data Model Document |
| FR0002 | Complaint Tracking | Integrate features to efficiently track and resolve customer complaints. | High | Complaint Management | Use Case: UC002 | Complaint Process Flow |
| FR0003 | RM Interaction Automation | Automate prompts for RMs to ensure timely engagement and accountability. | Medium | Relationship Management | Use Case: UC003 | RM Interaction Flow |
| FR0004 | Enhanced Query Resolution | Improve efficiency in handling and resolving customer queries. | Medium | Query Management | Use Case: UC004 | Query Flow Document |
| FR0005 | Data-Driven Decision Making | Provide better insights through unified and actionable customer data analytics. | High | Data Analytics | Use Case: UC005 | Reporting Specification |
| FR0006 | Real-Time Notifications | Enable real-time alerts and notifications for customer-related activities. | Medium | Notification System | Use Case: UC006 | Alert System Specs |
| FR0007 | Self-Service Portal | Provide customers with an online portal for self-service options. | Low | Customer Self-Service | Use Case: UC007 | Portal Design Document |
| FR0008 | Integration with External Systems | Integrate CRM system with external platforms for data sharing and updates. | Medium | System Integration | Use Case: UC008 | Integration Framework |

**9.2 Functional Requirements**

These requirements describe the features and functionalities the system must support to meet business goals:

**FR0001 - Centralized Customer Data**

* All customer data should be stored under a single, unified Customer ID for seamless access.
* Data should be accessible across departments (sales, support, marketing) to ensure consistency.
* The system must allow for easy searching, updating, and retrieval of customer records.

**FR0002 - Complaint Tracking**

* A system to log, categorize, and track customer complaints should be developed.
* Features to support automatic escalation of complaints when not resolved in a set timeframe.
* Reporting tools to generate insights on complaint resolution timelines and customer feedback.

**FR0003 - RM Interaction Automation**

* Relationship Managers (RMs) should be prompted automatically for customer follow-ups based on inactivity or predefined timelines.
* Automated logs for tracking RM interactions with customers to ensure timely engagement.
* Dashboards for RMs to monitor customer interactions and upcoming tasks.

**FR0004 - Enhanced Query Resolution**

* A unified platform to track and resolve customer queries should be implemented.
* The system should categorize queries (e.g., product-related, billing) and prioritize them based on severity.
* An automated ticketing system to assign queries to the relevant department.

**FR0005 - Data-Driven Decision Making**

* A centralized analytics tool should provide insights into customer behavior and business trends.
* Dashboards for managers to access real-time metrics and KPIs.
* The system should support ad-hoc reporting and data exports for further analysis.

**FR0006 - Real-Time Notifications**

* The system should send automated notifications to relevant stakeholders for any customer-related activity (e.g., new complaints, RM interactions).
* Notifications should be customizable based on user preferences.
* Alerts should be sent via email, SMS, or in-app notifications as required.

**FR0007 - Self-Service Portal**

* Customers should have access to a self-service portal where they can manage their profiles, track complaints, and view order history.
* The portal should allow customers to submit complaints and queries directly.
* Self-service options should include payment processing, status tracking, and FAQs.

**FR0008 - Integration with External Systems**

* The CRM should be able to integrate with external platforms (e.g., external databases, third-party services) for data sharing.
* The system must support data synchronization and updates in real-time or near real-time.
* Security protocols must be in place to ensure data integrity during the integration process.

**9.3 Non-Functional Requirements**

These non-functional requirements focus on system performance, usability, and other key attributes:

**Performance**

* The system must handle up to 1,000 concurrent users without significant slowdowns.
* Response times for data retrieval and updates should be under 2 seconds.

**Scalability**

* The system should be scalable to handle future growth in user base and customer data.
* The infrastructure should support the easy addition of new features and modules.

**Security**

* The system should ensure that customer data is encrypted both in transit and at rest.
* Role-based access control (RBAC) should be implemented to restrict access to sensitive data.

**Usability**

* The system should provide an intuitive, user-friendly interface for all user roles (customers, support teams, RMs).
* Extensive help documentation and in-app tutorials should be available for new users.

**9.4 Traceability Matrix for Functional and Non-Functional Requirements**

|  |  |  |
| --- | --- | --- |
| **Req ID** | **Functional Requirements** | **Non-Functional Requirements** |
| FR0001 | Consolidation of all customer data under one ID, unified access. | High performance, data encryption, scalable. |
| FR0002 | Complaint tracking, automatic escalation, reporting. | Secure access, responsive design, high availability. |
| FR0003 | Automated RM engagement, interaction tracking. | Scalable to support multiple RMs, quick response. |
| FR0004 | Query categorization, ticketing, automated assignment. | Easy-to-use interface, fast response time. |
| FR0005 | Real-time analytics, customizable dashboards. | Real-time reporting, data security. |
| FR0006 | Real-time alerts for customer activities. | Notification system uptime, performance. |
| FR0007 | Self-service portal for customers, track status, submit complaints. | Secure and responsive portal, customer-friendly UI. |
| FR0008 | Integration with external platforms for data updates. | Secure integration, real-time synchronization. |

This provides a comprehensive breakdown of **business requirements**, categorizing each feature by its **priority** and **functionality**, ensuring the system meets both user needs and business objectives. The traceability matrix ensures that all requirements are easy to track through the project lifecycle.

10.

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| **Glossary of Terms** |  |
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| **Term** | **Definition** |
| Customer ID | A unique identifier assigned to each customer to consolidate their data. |
| Complaint Tracking | A feature that allows monitoring and managing customer complaints and issues. |
| Relationship Manager | A staff member responsible for managing client interactions and fostering relationships. |
| Query Resolution | The process of handling and resolving customer queries or concerns. |
| Data Analytics | The process of analyzing and interpreting data to make informed business decisions. |
| Self-Service Portal | An online platform that allows customers to independently manage their information and track issues. |
| Integration | The process of connecting and synchronizing the CRM system with other platforms. |
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| **10.3 Related Documents** |  |
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| **Document** | **Description** |
| Use Case Document | Detailed descriptions of system functionalities and user interactions. |
| Data Model Document | A document describing the structure of the customer data and database. |
| Complaint Process Flow | A flowchart detailing the steps and procedures for handling customer complaints. |
| System Design Document | A document describing the architecture, design, and components of the system. |
| API Integration Framework | Detailed guidelines and protocols for integrating the CRM system with external platforms. |
| Reporting Specification | Document outlining the reporting requirements and dashboards for decision-making. |
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| This section includes essential supporting materials for easy reference, such as **acronyms**, a **glossary of terms**, and **related documents** that provide further details on various aspects of the project. |  |