

Business Requirements (Mini-BRD)

EXCEL End-to-End Reporting Pack (Business Analytics)

Prepared: 02/06/2025

Background and Problem

Reporting is currently managed through multiple, disconnected Excel files across departments. This leads to manual consolidation, inconsistent KPI definitions, and conflicting results across teams. A standardized reporting pack for Sales and Finance is required, supported by decision tools (project prioritization and discount scenario planning) to improve speed, consistency, and governance.

Objectives

- Standardise Sales analytics to track core KPIs, regional performance, and trends.
- Standardise Finance analytics through a consistent P&L reporting structure, including views such as budget vs actuals and burn rate (if applicable).
- Deliver a project priority matrix to rank initiatives using effort vs impact criteria.
- Deliver a discount scenario planning tool to quantify margin impact and route approvals based on predefined thresholds.
- Centralise core Sales and Finance datasets to establish a single source of truth and reduce duplicate file handling.
- Support onboarding and training for business users to adopt the reporting pack and apply consistent KPI definitions.

Business questions (ad-hoc and management)

- Top 10 products by percentage increase in net sales (2020–2021).
- Division report: net sales (2020, 2021) and growth percentage.
- Top 5 and bottom 5 products by quantity sold.
- New products introduced in 2021.
- Top 5 countries by net sales in 2021.

Scope

| <i>In scope</i> | <i>Out of scope</i> |
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| <ul style="list-style-type: none">• Sales analytics dashboard (target vs actual and performance tracking). | <ul style="list-style-type: none">• Replacement of all legacy Excel files (only agreed files are sunset). |

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| <ul style="list-style-type: none"> • Finance analytics reporting (P&L, views). • Project priority matrix (effort vs impact). • Discount scenario planning tool (what-if discount model). • Data centralisation for Sales and Finance datasets. | <ul style="list-style-type: none"> • Manual operational data entry into source systems. • ERP/CRM software development or redevelopment. • IT infrastructure provisioning (servers, cloud administration) unless explicitly assigned. • Final commercial approval decisions (the tool supports decisions; it does not approve deals). |
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Stakeholders (Overview)

| Stakeholder | RACI role | Key responsibility |
|---------------------------------------|-------------|--|
| Senior/Lead Analyst | Accountable | Audits the technical solution for accuracy and efficiency. |
| Data/Business Analyst (project owner) | Responsible | Builds the reports, decision tools, documentation, and handover material |
| Business Manager | Consulted | Provides business logic and weighting for the priority matrix; validates |
| Sales Team | Consulted | Provides feedback on usability and discount workflow requirements. |

Success Criteria

| Category | Metric | Target |
|----------------|---|---|
| Data integrity | Variance between legacy Excel totals and new reporting. | |
| Efficiency | Manual hours spent on Sales/Finance reporting | Reduced by ~12 hours/week |
| Tool utility | Discount tool usage for customer deals created on Excel | Used for 100% of deals above 10% discount |

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|----------|------------------------|------------------------------|
| Adoption | Business Users onboard | 10+ users trained and active |
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Assumption and Constraints

- Only Sales and Finance datasets are included in the initial scope; other domains are excluded.
- Some legacy Excel files remain in use by design, the project targets specific files for standardisation.
- Reporting refresh frequency depends on data availability and agreed cut-off times.
- Access restrictions apply (Sales users should not view Finance-only P&L details).