**Section 2.3: Problem Statement**

**2.3.1 Introduction**

Before embarking on the design and deployment of the RTC (Regional Transport Corporation) CRM system, it was essential to conduct a detailed assessment of the existing problems plaguing the organization’s operations. The lack of digital infrastructure, reliance on manual systems, and fragmented data handling were significantly impairing performance, transparency, and citizen satisfaction.

This section outlines the specific operational, administrative, and analytical challenges RTC faced, which formed the basis for conceptualizing the Salesforce-based solution.

**2.3.2 Operational Inefficiencies**

The core public transportation services—managing trips, allocating buses, assigning drivers and conductors—were all coordinated using disconnected spreadsheets, paper-based logs, and manual registers.

Key issues included:

* **Manual Trip Tracking**: Staff had to manually log each trip’s start and end time, with no centralized tracking or real-time updates.
* **Inefficient Bus Assignment**: No centralized scheduling logic led to double-booked buses, underutilized fleets, and driver idle times.
* **Delayed Fare Reporting**: Fare collections were tracked in physical ledgers, making it difficult to audit, aggregate, or detect discrepancies quickly.

**2.3.3 Administrative & HR Challenges**

RTC’s workforce, comprising thousands of drivers, conductors, and staff, lacked an integrated system to manage profiles, shifts, and role definitions.

Problems encountered:

* **Inconsistent Employee Records**: Employee details like contact information, licenses, and certifications were scattered and outdated.
* **No Role-Based Controls**: Access to sensitive trip or fare information wasn’t controlled, leading to unauthorized changes or accidental overwrites.
* **Leave and Shift Conflicts**: No automated system existed for managing shift schedules or approving leave requests, resulting in staffing gaps.

**2.3.4 Reporting & Decision-Making Limitations**

With no digital backend, executive leadership was unable to monitor real-time operational metrics or financial data, relying instead on monthly paper reports.

Impacts included:

* **Delayed Financial Oversight**: Reconciliations were done monthly, meaning fare leakage or anomalies often went unnoticed until it was too late.
* **Lack of Route Insights**: No data was available to assess route profitability, passenger loads, or trip success rates.
* **No Visual Dashboards**: Department heads couldn’t access real-time KPIs or trip completion metrics without relying on manual inputs.

**2.3.5 Scalability & Compliance Risks**

As RTC began expanding its service areas, the inefficiencies grew exponentially. There were also significant challenges with regulatory compliance and audit readiness.

Specific issues:

* **Data Fragmentation**: No single source of truth existed for employee records, bus schedules, or fare calculations.
* **Audit Vulnerabilities**: With no system-based tracking, audit logs were inconsistent or missing.
* **Scalability Concerns**: Manual systems could not support more routes, additional buses, or growing staff size.

**2.3.6 Problem Summary Table**

| **Area** | **Problem Observed** |
| --- | --- |
| Trip Management | Manual entry, no validation, delayed updates |
| Employee Scheduling | No centralized assignment logic, overworked or idle staff |
| Fare Calculation | No standardized method, error-prone ledger recording |
| Reporting | Delayed, reactive, not data-driven |
| Compliance | No version control, audit trails, or digital records |

**2.3.7 Conclusion**

The cumulative effect of these issues was a fragmented, inefficient system that could not scale, adapt, or deliver actionable insights. These pain points were not just technical—they directly affected service delivery, financial integrity, employee productivity, and public trust.