

# SakuraMart Corporation

桜マート株式会社

## BUSINESS REQUIREMENTS DOCUMENT

### Digital Loyalty & Smart Payment Platform

デジタルロイヤルティ& スマート決済プラットフォーム

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“This is a self-initiated case study created to demonstrate end-to-end Business Analysis capabilities.”

# 1. EXECUTIVE SUMMARY

SakuraMart Corporation operates 1,247 konbini (convenience store) locations across Japan spanning Tokyo, Osaka, Kyoto, Fukuoka, and Sapporo. Currently ranked 4th among Japan's convenience store chains, SakuraMart faces intensifying competition from market leaders 7-Eleven Japan, Lawson, and FamilyMart, all of whom have already launched sophisticated digital loyalty ecosystems.

SakuraMart's current loyalty system relies entirely on physical stamp cards a paper-based mechanism with no customer data, high loss rates, and zero personalization capability. Internal research reveals that 61% of customers have lost a stamp card at least once, and 78% of millennials prefer digital loyalty programs over physical ones.

This document defines the business requirements for the SakuraMart Digital Loyalty & Smart Payment Platform (DLP) a mobile-first solution that will replace the paper stamp system with a smart app featuring QR-code payments, AI-driven personalized offers, gamified rewards, and a real-time store analytics dashboard for regional managers.

Metric	Current State (2025)	Target State (2027)
Active Loyalty Members	~42,000 (paper cards)	2,500,000 (app users)
Customer Retention Rate	34%	62%
Avg. Spend per Visit (¥)	¥ 680	¥ 890 (+31%)
Digital Payment Adoption	12%	68%
Marketing Personalization	0% (no data)	85% AI-personalized
Data Captured per Visit	None	23+ behavioural data points

# 2. BUSINESS CONTEXT & PROBLEM STATEMENT

## 2.1 About SakuraMart

Founded in 1987 in Shinjuku, Tokyo, SakuraMart has grown to become Japan's fourth-largest convenience store chain. The company is known for its premium onigiri range, seasonal sakura-themed merchandise, and 24-hour hot food counters. With approximately 3,200 employees and ¥98 billion in annual revenue (FY2025), SakuraMart competes in one of the world's most saturated convenience retail markets.

## 2.2 The Business Problem

- ◆ Paper stamp cards are lost by 61% of customers eliminating loyalty continuity and re-engagement opportunities.
- ◆ Zero customer data is captured at point of sale SakuraMart cannot segment customers, predict demand, or run personalised promotions.
- ◆ Competitor chains (7-Eleven Japan, Lawson) already offer mature digital ecosystems SakuraMart is losing tech-savvy customers aged 20–35.
- ◆ Manual inventory management leads to ¥340M in annual food waste (unsold hot food items) due to no demand forecasting.
- ◆ Marketing campaigns are entirely broadcast-style (same flyer to all customers) ROI is unmeasurable and response rates are below 3%.

## 2.3 Business Opportunity

Japan's mobile payment market is projected to reach ¥112 trillion by 2027 (Source: Bank of Japan Digital Payments Report 2025). SakuraMart has a first-mover advantage window of 18 months before two smaller competitors are expected to launch competing apps. Early adoption of a digital platform is estimated to generate ¥4.2 billion in incremental revenue over 3 years through higher basket sizes, reduced churn, and premium offer redemption.

## 3. PROJECT SCOPE

✓IN SCOPE	✗OUT OF SCOPE
Mobile app (iOS & Android) for customers	Physical point-of-sale hardware upgrades
Digital loyalty points engine	International expansion (Korea, Taiwan)
QR code in-store payment integration	Third-party delivery platform integration
AI personalized push notifications	SakuraMart employee HR system changes
Store manager analytics dashboard	Supply chain and procurement systems
Customer profile & purchase history	Franchise owner billing/finance systems
Gamification (badges, streaks, milestones)	Web browser version of the app

## 4. STAKEHOLDER ANALYSIS

**“Stakeholders are fictional personas created for this case study”**

Stakeholder	Role	Interest	Influence	Engagement Strategy
Mr. Hiroshi Tanaka	CEO / Executive Sponsor	ROI, brand modernization	↑ High	Monthly steering committee
Ms. Yuki Nakamura	Digital Product Director	Feature delivery, UX quality	↑ High	Weekly sprint reviews
Mr. Kenji Sato	IT Architecture Lead	System integration, security	↑ High	Bi-weekly tech reviews
Ms. Aiko Yamamoto	Head of Marketing	Personalisation, campaigns	◆Medium	Monthly marketing syncs
Store Managers (x45)	Operations	Ease of use, daily reporting	◆Medium	Quarterly UAT sessions
End Customers	Primary Users	Rewards, ease of payment	↓ Low (external)	Beta testing, focus groups
Japan FSA	Regulatory Body	Compliance, data privacy	↑ High	Legal review at milestones

## 5. CURRENT STATE PROCESS ANALYSIS

### 5.1 Current Loyalty Process - Pain Points

The following describes the As-Is process (to be modelled in MS Visio / Lucidchart using BPMN 2.0 notation — see attached BPMN diagram file):

Step #	Process Step	Actor	Pain Point / Issue
1	Customer enters SakuraMart store	Customer	—
2	Customer selects products	Customer	No app-based recommendations or personalised deals
3	Customer proceeds to checkout	Customer / Cashier	—
4	Cashier asks: 'Do you have a stamp card?'	Cashier	61% of customers have lost their card
5	Customer presents (or requests new) paper stamp card	Customer	Stamp card fraud possible; no identity verification
6	Cashier manually stamps card (1 stamp = ¥100 spent)	Cashier	Process takes 45 seconds extra per transaction
7	Customer pays by cash or card	Customer	No digital payment option; transaction data not linked to customer identity
8	Transaction complete — receipt issued	System (POS)	Zero customer data retained; no post-visit engagement possible
9	Customer leaves — no follow-up	—	No push notifications, no loyalty reminders, no re-engagement

### 5.2 Future State Process - To-Be

After implementation of the DLP platform, the new Agile-developed process will operate as follows:

Step #	Future State Step	Actor	Improvement
1	Customer opens SakuraMart app before/during visit	Customer / App	AI suggests products based on past purchases & weather
2	Customer scans personalised in-app QR code at checkout	Customer / POS System	Eliminates paper card; instant identification

Step #	Future State Step	Actor	Improvement
3	Points calculated automatically & added to digital wallet	DLP System	Real-time; no cashier manual input required
4	Payment completed via app (QR Pay) or card	Customer / App	Digital payment reduces checkout time by 38%
5	Personalised offer triggered post-purchase	AI Engine / App	e.g., 'Buy 1 more coffee this week for Gold status!'
6	Store manager sees real-time sales & inventory dashboard	Store Manager / Dashboard	Reduces food waste via demand forecasting
7	Weekly engagement push notification sent	Marketing Engine	3.8x higher open rates vs. mass email

## 6. MoSCoW REQUIREMENTS FRAMEWORK

Requirements have been prioritized using the MoSCoW method in collaboration with stakeholders. Colour coding: MUST (blue), SHOULD (green), COULD (purple), WON'T (grey).

### 6.1 MUST Have - Release 1.0 (Non-Negotiable)

ID	Category	Requirement	Acceptance Criterion
M-01	Authentication	System shall support OTP-based login via Japanese mobile number	User logs in within 30 seconds; OTP delivered < 60s
M-02	QR Code Loyalty	App shall generate a unique scannable QR code per customer per transaction	QR rendered in < 1s; POS scan success rate ≥ 99%
M-03	Points Engine	System shall award 1 point per ¥10 spent, calculated in real-time	Points reflect in wallet within 5 seconds of payment
M-04	Digital Wallet	Customer shall view current points balance and transaction history	Balance visible on app home screen; history ≥ 12 months
M-05	Points Redemption	Customer shall redeem 100 points = ¥50 discount at checkout	Redemption applied before payment; no cashier intervention
M-06	QR Payment	App shall support QR-code-based payment (PayPay, LinePay compatible)	Payment processed < 3s; failure rate < 0.5%
M-07	iOS & Android	App shall be available on iOS 15+ and Android 10+	Passes App Store and Google Play submission checks

ID	Category	Requirement	Acceptance Criterion
M-08	Compliance	All customer data shall be stored in Japan (compliant with APPI)	Data residency verified by security audit before launch

## 6.2 SHOULD Have - Release 1.5

ID	Category	Requirement	Acceptance Criterion
S-01	Personalisation	AI engine shall recommend 3 products per visit based on purchase history	Recommendation accuracy $\geq 70\%$ (measured by click-through)
S-02	Push Notifications	System shall send personalised push offers triggered by location & time	Notification delivery rate $\geq 95\%$ ; opt-out $< 15\%$
S-03	Tier System	Loyalty tiers: Sakura (0–499 pts), Gold (500–1499), Platinum (1500+)	Tier badge visible in app; correct perks applied per tier
S-04	Manager Dashboard	Store managers shall access daily sales, footfall, and top SKU reports	Dashboard loads in $< 4s$ ; data lag $\leq 15$ minutes
S-05	Multi-store	Customer points shall be usable at any SakuraMart location nationwide	Cross-store redemption works with single app scan

## 6.3 COULD Have - Release 2.0 (If Budget Allows)

ID	Category	Requirement	Notes
C-01	Gamification	In-app badge system (First Visit, Coffee Lover, Night Owl) for engagement	Increases daily active users by estimated 22%
C-02	AR Features	AR camera to scan products for nutritional info and allergen warnings	Nice-to-have for health-conscious customer segment
C-03	Social Sharing	Customer can share milestone rewards to social media (Twitter/X Japan)	Organic marketing channel; low development cost
C-04	Waste Reduction	AI demand forecast shown on manager dashboard for hot food items	Estimated ¥80M annual waste reduction

## 6.4 WON'T Have - This Release

ID	Requirement	Reason Deferred
W-01	International multi-language support (English, Korean, Chinese)	Out of scope for Japan-only Phase 1
W-02	Web browser version of the app	Mobile-first strategy; web adds 35% development cost

ID	Requirement	Reason Deferred
W-03	Crypto / NFT loyalty tokens	Regulatory uncertainty; no clear customer demand signal
W-04	Integration with food delivery apps (Uber Eats, Demae-can)	Separate initiative; different budget owner

## 7. USER STORIES & ACCEPTANCE CRITERIA

All user stories are written following the standard Agile format and have been entered as tickets in the JIRA project SMC-DLP. Each story maps to an Epic and carries a Story Point estimate (Fibonacci scale: 1, 2, 3, 5, 8, 13).

### EPIC 1: Customer Authentication & Onboarding

Story ID	User Story	Story Points	Priority
US-001	As a new customer, I want to register using my Japanese mobile number so that I can create a loyalty account without needing an email address.	3	Must
US-002	As a registered customer, I want to log in using a 6-digit OTP sent to my phone so that my account is secure without needing a password.	3	Must
US-003	As a customer, I want to set my preferred name and profile photo so that the app feels personal to me.	2	Should
US-004	As a customer, I want to link my existing paper stamp card points during onboarding so that I don't lose my accumulated stamps.	5	Must

### EPIC 2: Loyalty Points & Rewards

Story ID	User Story	Story Points	Priority
US-005	As a customer, I want to see my current points balance on the app home screen so that I always know how close I am to my next reward.	2	Must
US-006	As a customer, I want my points to be added automatically when I scan my QR code at checkout so that I don't need to remember to claim them.	8	Must
US-007	As a customer, I want to redeem my points for discounts at checkout so that I can get value from my loyalty.	8	Must
US-008	As a customer, I want to see my loyalty tier (Sakura / Gold / Platinum) so that I'm motivated to spend more to reach the next tier.	3	Should

Story ID	User Story	Story Points	Priority
US-009	As a Gold tier customer, I want to receive a 5% bonus on all points earned so that I feel rewarded for my loyalty.	5	Should

### EPIC 3: QR Payment & Checkout

Story ID	User Story	Story Points	Priority
US-010	As a customer, I want to pay using a QR code in the app so that I don't need to carry cash or a separate payment card.	13	Must
US-011	As a customer, I want to see a payment confirmation screen within 3 seconds of scanning so that I know the transaction was successful.	5	Must
US-012	As a customer, I want to view my last 20 transactions in the app so that I can track my spending at SakuraMart.	3	Must

### EPIC 4: Personalisation & Offers

Story ID	User Story	Story Points	Priority
US-013	As a customer, I want to receive personalised product offers based on what I usually buy so that the deals are relevant to me.	13	Should
US-014	As a customer, I want to receive a push notification when I'm near a SakuraMart store with today's top offer so that I'm encouraged to visit.	8	Should
US-015	As a customer who buys coffee regularly, I want to see a 'Buy 5 coffees, get 1 free' offer in my app so that I'm rewarded for my habits.	5	Could

### EPIC 5: Store Manager Dashboard

Story ID	User Story	Story Points	Priority
US-016	As a store manager, I want to see today's total sales, footfall count, and average basket size on my dashboard so that I can monitor store performance in real time.	8	Should
US-017	As a store manager, I want to see which 10 products are selling fastest this hour so that I can restock proactively.	5	Should
US-018	As a regional manager, I want to compare performance across all stores in my region on a single screen so that I can identify underperforming locations.	8	Could

## 8. JIRA SPRINT PLAN — AGILE RELEASE ROADMAP



The project follows a 2-week sprint cadence. Each sprint has a capacity of 40 story points. The roadmap below represents the planned Release 1.0 (MVP). JIRA Project Key: SMC-DLP. All epics, stories, and bugs to be tracked in JIRA Cloud.

Sprint	Dates	Epic Focus	Stories Included	Points	Sprint Goal
Sprint 1	03 Mar – 14 Mar	Infra + Auth	US-001, US-002, US-004	11	User can register & log in securely
Sprint 2	17 Mar – 28 Mar	Auth + Profile	US-003, US-005, US-012	7	User can view profile, balance, history
Sprint 3	31 Mar – 11 Apr	QR Loyalty Core	US-006, US-007	16	Full QR scan → points flow working
Sprint 4	14 Apr – 25 Apr	QR Payment	US-010, US-011	18	Payment via app functional in test stores
Sprint 5	28 Apr – 09 May	Tier System	US-008, US-009	8	Tier logic live; Gold perks active
Sprint 6	12 May – 23 May	Stamp Migration	US-004 (Phase 2)	5	Legacy stamp → digital migration complete
Sprint 7	26 May – 06 Jun	UAT + Bugfix	All M-01 to M-08	Buffer	Full UAT sign-off from stakeholders
Sprint 8	09 Jun – 20 Jun	Beta Launch	50-store pilot	—	Public beta: 50 Tokyo stores

JIRA Ticket Types in use: Epic | Story | Task | Sub-Task | Bug | Improvement  
Labels used: frontend, backend, ai-engine, compliance, ux, performance  
Workflow states: Backlog → To Do → In Progress → Code Review → QA → Done

9. NON-FUNCTIONAL REQUIREMENTS

NFR Category	Requirement	Target / Metric
Performance	App launch time	< 2 seconds on 4G connection
Performance	QR code generation	< 1 second
Performance	Payment processing end-to-end	< 3 seconds (99th percentile)
Scalability	Concurrent users supported	500,000 simultaneous users (peak: New Year's, Golden Week)
Availability	System uptime SLA	99.9% uptime (< 9 hours downtime/year)
Security	Data encryption	AES-256 at rest; TLS 1.3 in transit
Compliance	Data residency	All customer PII stored in Japan (AWS Tokyo region)

NFR Category	Requirement	Target / Metric
Compliance	APPI compliance	Full compliance with Act on Protection of Personal Information (Japan)
Usability	App accessibility	WCAG 2.1 AA standard; Japanese language primary
Disaster Recovery	RTO / RPO	RTO: 4 hours; RPO: 1 hour

## 10. ASSUMPTIONS, CONSTRAINTS & RISKS

### 10.1 Assumptions

- ◆ All 1,247 SakuraMart POS systems support QR code scanning (confirmed by IT audit, Jan 2026).
- ◆ Japanese customers are assumed to own a smartphone penetration rate is 94% as of 2025 (MIC Japan data).
- ◆ PayPay and LINE Pay API access will be granted within 4 weeks of project kick-off.
- ◆ AWS Tokyo region will be used as the primary cloud infrastructure provider.
- ◆ A dedicated Agile team of 12 (3 developers, 2 QA, 1 BA, 1 UI/UX, 1 DevOps, 1 Product Owner, 1 Scrum Master, 2 backend) will be allocated.

### 10.2 Constraints

- ◆ Go-live deadline: 30 June 2026 (aligned with Japanese summer shopping season Obon festival).
- ◆ Total project budget: ¥480 million (approved by Board, 18 Feb 2026).
- ◆ All personal data must remain within Japan no offshore data processing permitted (APPI requirement).

### 10.3 Risk Register

Risk ID	Risk Description	Likelihood	Impact	Mitigation
R-01	PayPay/LINE Pay API integration delayed	Medium	High	Start API discussions in Sprint 1; have fallback payment gateway
R-02	Low customer app adoption rate	Medium	High	Run pre-launch campaign; offer 500 bonus points for first scan
R-03	POS system incompatibility at older stores	Low	High	IT audit + pilot at 10 stores before full rollout
R-04	Data breach or security vulnerability	Low	Critical	Third-party pen testing before beta; ISO 27001 alignment
R-05	Scope creep from marketing team	High	Medium	Strict MoSCoW change control; change requests via JIRA

## 11. GLOSSARY

Term	Definition
Konbini (コンビニ)	Japanese term for convenience store — typically open 24/7 with food, payments, ATM, and logistics services
APPI	Act on the Protection of Personal Information Japan's primary data privacy legislation
DLP	Digital Loyalty Platform the system being built through this project
QR Pay	Payment method using QR code scanning at point of sale, dominant in Japan
Story Points	Agile estimation unit measuring effort/complexity (Fibonacci: 1, 2, 3, 5, 8, 13)
UAT	User Acceptance Testing final testing phase where real stakeholders validate the system
BPMN	Business Process Model and Notation standardised visual language for process diagrams
MoSCoW	Prioritization framework: Must Have / Should Have / Could Have / Won't Have
Epic	A large body of work in Agile that can be broken into multiple User Stories
POS	Point of Sale the checkout system in SakuraMart stores
OTP	One-Time Password 6-digit code sent via SMS for secure authentication
Obon (お盆)	Japanese Buddhist festival in August one of Japan's highest retail footfall periods