HW **14-**TK-Hillel-BA IT-ENG-Vision and Scope update

На базе полученных знаний обновить документы Vision and Scope, SRS. Отдельное внимание обратить на оформление - титульнный лист, реестр ревизий/изменений.

(Для себя подумать над презентацией/слайдами данных артефактов на 20 занятии)

Ознакомиться с материалами на:

https://sce.uhcl.edu/helm/rationalunifiedprocess/process/templates.htm

**Vision and Scope Document**

**for**

**Raiffeisen Online (Mobile App)**

**Version 0.2 (in progress)**

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**2021-07-17**

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**Revision History**

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| **Name** | **Date** | **Reason For Changes** | **Version** |
| First Draft | 2021-05-27 | Initial training version for study purposes to be checked by the lecturer | Version 0.1 |
| Second Draft | 2021-07-17 | Amended training version for study purposes to be checked by the lecturer | Version 0.2 |

# **Business Requirements**

*<The business requirements provide the foundation and reference for all detailed requirements development. You may gather business requirements from the customer or development organization’s senior management, an executive sponsor, a project visionary, product management, the marketing department, or other individuals who have a clear sense of why the project is being undertaken and the ultimate value it will provide, both to the business and to customers.>*

## [Glossary](https://confluence.ithillel.com/x/mh4l)

The terms used in this document shall be interpreted as follows:

**American Dollar** (USD) - the official currency of the USA and some other countries of the world.

**Application** (App) - An application (more commonly known as an app) is software that bundles together certain features in a way that is accessible to a user.

**Biometrics -** a way to measure a person's physical characteristics to verify their identity. These can include physiological traits, such as fingerprints and eyes, or behavioral characteristics, such as the unique way you'd complete a security-authentication puzzle.

**Biometric Scanner** (BS) - hardware used to capture the biometric for verification of identity. These scans match against the saved database to approve or deny access to the system. In other words, biometric security means your body becomes the “key” to unlock your access.

**Business Objective** (BO) - the value provided to the business.

**Euro** (EUR) - the official currency of 19 of the 27 member states of the European Union.

**Google Pay (or G Pay) -** a system of mobile payments developed by Google.

**International Bank Account Number (IBAN)** - a standard international numbering system developed to identify an overseas bank account.

**Raiffeisen Bank Aval** (RBA) - Public Joint Stock Company authorized to perform the full spectrum of banking activities in Ukraine in the field of financial services, banking, and commerce.

**Raiffeisen Online Mobile Application** (ROMA) - a free mobile application providing access to online banking and financial services for end-users (bank clients).

**Touch ID** - an electronic fingerprint recognition feature, designed and released by Apple Inc., that allows users to unlock devices, make purchases in the various Apple digital media stores (the iTunes Store, the App Store, and the Apple Books Store), and authenticate Apple Pay online or in apps.

**Ukrainian Hryvnia** (UAH) - the currency of Ukraine.

## **Background**

The speed of today’s life leaves less and less time for a person, so the availability of free time today is one of the main values ​​of a busy person. Urbanization increases the cost of unproductive time when ordering and receiving goods and services, in queues, in transport, and in other circumstances. The technical possibilities available today contribute to the creation of tools for providing classic and specific services online - such as opening a deposit without going to the bank or buying a product or service with an order for delivery to the address specified by the customer. A website or mobile application simplifies and transforms the classic channels of service provision, radically saving time and resources for both the customer and the provider of the product or service. Raiffeisen Bank Aval aims to create such a tool for its customers: a convenient, automated, and reliable application for a fully-fledged use of banking functionality in the consumer's smartphone, which can be used in addition as a support channel, as an information resource, and as an expense and savings planner.

The creation of such an application is aimed at implementing a new banking strategy to realize a customer-centric approach and immediate reactions to changing customer sentiment of the bank's clients through the App, forms of feedback, and information support, implemented due to this modern tool: Raiffeisen Online for managing your finances anywhere in the world.

*<This section summarizes the rationale for the new product. Provide a general description of the history or situation that leads to the recognition that this product should be built.>*

## **Business Opportunity**

Previous attempts to create a mobile application with full banking functionality were unsuccessful and had quite a negative customer feedback with requests to create a more sophisticated application, user-friendly and operationally-fast to work with extensive functionality and external transaction capabilities, and effectively established payment portal.

Creating a full version of the "bank in the phone" will strengthen the bank's position on customer loyalty, optimize the use of available resources through additional features of online application functionality, as well as create an effective mechanism for data analysis and tracking consumer interests and capabilities. The main goal is to reduce the various losses faced by both customers and personnel of the bank in the process of using and providing bank services, as well as to increase the share of customers served outside the physical boundaries of the bank premises.

*<Describe the market opportunity that exists or the business problem that is being solved. Describe the market in which a commercial product will be competing or the environment in which an information system will be used. This may include a brief comparative evaluation of existing products and potential solutions, indicating why the proposed product is attractive. Identify the problems that cannot currently be solved without the product, and how the product fits in with market trends or corporate strategic directions.>*

## **Business Objectives and Success Criteria**

**Business Objective 1 (BO1) -** Increase the share of all online payment transactions processed by 15% in 6 months after the release of the first version of the application, by 20% in 12 months.

**Business Objective 2 (BO2)** - Increase the number of mobile application users by 25% in 6 months after the release of the first version of the application, by 40% in 12 months.

**Business Objective 3 (BO3)** - Increase the number of calls to support through the online application by 25% in 12 months.

**Business Objective 4 (BO4)** - Increase the positive customer experience by achieving 1,000,000 app downloads in 12 months and a positive to negative feedback ratio of 75%: 25% (positive: negative) on customer’s experience.

**Business Objective 5 (BO5)** - Increase the number of accounts and deposits for individuals opened through the application by 30% in 12 months.

**Business Objective 6 (BO6)** - Reduce the time losses of the bank's customers to use the main traditional banking offline services through the use of their online equivalents, namely: making payments and transfers; opening, replenishment, and withdrawal of deposits; opening accounts in USD, EUR, and UAH; payment for utilities and commercial services, and other functionality.

**Business Objective 7 (BO7) -** Provide the customer with constant online access to and control over their own funds, viewing the balance of user cards and accounts, setting limits, blocking and unlocking cards, ordering new cards, and viewing user’s transaction history. Increase customer service time by 25% for 12 months.

**Business Objective 8 (BO8)** - Create an extensive payment portal for utility and commercial payments, increasing the number of partners and service providers by 50% over 12 months.

**Business Objective 9 (BO9)** - Introduce the ability to create regular payment templates and scheduling and reminder functions for such payments through a variety of user information mechanisms (upon user’s choice: SMS, push notifications, in-app notifications, mail reminders) to improve the customer experience and increase the share of application use by 25% in 12 months.

**Business Objective 10 (BO10)** - Increase the share of informational interaction between customers and the bank by 15% in 12 months by creating an information support portal with current exchange rates, a map of nearby branches and ATMs, institutions of the bank's affiliate programs, and an integrated feedback mechanism and contact customer service through the application.

**Success Criterion 1 (SC1) -** The application is included in the Top-10 downloaded applications in the relevant category 12 months after the first release.

**Success Criterion 2 (SC2)** - 1,000,000 downloads made.

**Success criterion 3 (SC3)** - 75% positive feedback achieved.

**Success Criterion 4 (SC4)** - 50% of negative feedback was processed to encourage customers to provide more detailed information on the identified problems experienced within theapplication**.**

**Success Criterion 5 SC5)** - The share of transactions made online has increased by 25% compared to the period before the release of version 1 of the application.

**Success criterion 6 (SC6)** - The time to open an account (deposit) online is reduced to 5 minutes in 95% of the cases.

**Success criterion 7 (SC7) -** The average transaction time between accounts or user cards reaches an interval of 1-3 minutes having no system errors identified or experienced in 95% of cases.

*<Describe the important business objectives of the product in a way that is quantitative and measurable. The value provided to customers is described in section 1.4, so this section should focus on the value provided to the business. This could include estimates of revenue or cost savings, return on investment analysis, or target release dates. Determine how success will be defined and measured on this project, and describe the factors that are likely to have the greatest impact on achieving that success. Include things within the direct control of the organization, as well as external factors. Establish measurable criteria to assess whether the business objectives have been met.>*

## **Customer or Market Needs**

Based on the superficial analysis of banking applications alike, the typical RBA user (customer) of the current version of ROMA has no chance to get some popular features widely used by competitors as:

* online crediting via the application, including opening and managing the credit,
* availability of the bank credit products at the main online marketplaces (like consumer crediting, installments etc.),
* opening of electronic pay cards (having only the electronic version for e-commerce of payments in internet).

As the result of a superficial internet-based [review](https://confluence.ithillel.com/x/kx8l) (aka competitor analysis), the following conditional conclusion was drawn:

“Occupying the highest position in the overall rating of banks and being the second most profitable, RBA is being inferior to its direct competitors in terms of mobile applications. The lack of RBA credit products in online shopping resources also distances RBA from the positions of competitors with a wide range of services provided to online customers, and, above all, available through a mobile application.”

The following steps shall be considered as well as the level of detail targeted for a more comprehensive and elaborated approach towards making the application more competitive, as:

* the assessment and examination of respective mobile applications of the direct and main competitors,
* client-based survey executed via ROMA for constant users on what features would be considered as the most important/vital to be included into the next viable version of ROMA
* the break-through element assuring ground to RBA for achieving better positions among competitors (TBD).

The preliminary conducted [survey](https://docs.google.com/forms/d/e/1FAIpQLSdJYpZAzEhs9dwritBgDTWnAOttL_0QB3Ng7whi-ZMnoq5eQA/viewform?usp=sf_link) has resulted with the following outcomes:

the following observations have been revealed

1. The majority of respondents belongs to the 21-30 age group.
2. All the respondents prefer the online format of payments instead of the cash ones.
3. The use of mobile applications for personal purposes was confirmed by all the respondents.
4. The majority of users have Android platform, iOS is represented in a minor numbers.
5. The majority of respondents use two mobile banking applications.
6. Respondents normally use the application from once or twice a week up to once a day frequency.
7. None of the respondents mentioned the RBA application as the main mobile application, having also no popularity as for the secondary application used for private purposes by respondents.
8. All the participants expressed their satisfaction with the applications in use.
9. The user interface, functionality, and operationality were equally mentioned as the main features appreciated by the respondents; integration with other platforms or services has not been mentioned once.
10. The user interface, functionality, and constant bugs and lags were mentioned equally as the main troublesome points of the applications favored by the respondents, at the same time.
11. The user interface and integration with other services or platforms were named as the main features missing within the current version of the main mobile banking application for the respondents.
12. The majority of respondents confirmed buying currency online via the main mobile banking application used.
13. The majority of respondents confirmed their favored applications provide them with the option of opening a credit line online.

The detailed results of the preliminary survey are [here](https://docs.google.com/document/d/16wsP7HYAr_qYfbibKuVHqoJh0zbG6k17a3weefa-rA0/edit?usp=sharing).

*<Describe the needs of typical customers or market segments, including needs that are not yet met by the marketplace or by existing systems. You may wish to describe problems customers currently encounter that the new product will (or will not) address and how the product would be used by customers. Identify the customer hardware and software environment in which the product must operate. Define at a high level any known critical interface or performance requirements. Avoid including any design or implementation details. Present the requirements in a numbered list so that more detailed user or functional requirements can be traced to them.>*

## **Business Risks**

One of the main business risks is related to a lack of a modern user-friendly fully-fledged mobile banking tool that might result in a churn of clients, as well as the creation of an archaic image of RBA.

The second main risk is related to a diminished role of the bank within the segment of online transactions and related partnerships, like marketplaces, consumer credits, deposits, money transfers due to a lack of a secure tool reliable and convenient for the end-user.

The additional risks are related to an increase in client dissatisfaction with the services provided in-house instead of having them available online and saving clients’ time and resources respectively.

In general, the RBA might lose its positions among direct competitors due to a lack of such a virtual banking instrument, especially that nowadays, in the new-COVID era, trends move transactions to a human-less automatized distant operations for the mutual interest of both a client and a service provider.

The improper assessment and inadequate involvement of targeted user groups into user requirements elicitation and testing of UI/UX might result in a lack of appreciation of the App by the final users, and, therefore, decreased RBA reputation and related financial losses mixed with the above-mentioned churn of clients.

In case the App will not be able to provide swift and correct transactions, it might harm the overall user experience and result in a churn of clients mixed with the growing dissatisfaction with the services provided.

*<Summarize the major business risks associated with developing this product, such as marketplace competition, timing issues, user acceptance, implementation issues, or possible negative impacts on the business. Estimate the severity of the risks and identify any risk mitigation actions that could be taken.>*

# **Vision of the Solution**

*<This section establishes a long-term vision for the system to be built to address the business objectives. This vision will provide the context for making decisions throughout the course of the product development life cycle. The vision should not include detailed functional requirements or project planning information.>*

## **Vision Statement**

The ROMA mobile application is a convenient and reliable personal account of a user as a client of the Raiffeisen Bank Aval, for managing their own finances around the clock and anywhere in the world.

For a natural (physical) person as an individual client of the bank, ROMA is the virtual equivalent of a physical office or branch of the bank, which provides access to a wide range of banking functionality and payment services. This system will allow the users to save their own resources and time, serving as a single point of control and access to their own financial resources and a variety of payment services with automated reporting and the ability to manage their own financial resources without visiting the bank and filling out additional physical documents.

The application also provides ample opportunities for online information support and an effective feedback mechanism with the bank's support service, access to current and historical exchange rates, as well as opportunities for financial planning and analysis of own costs, creating regular payment templates and reminders of such payments in a user-friendly way.

A separate element is the ability to open current and deposit accounts, as well as credit lines directly in the smartphone with the automated generation of relevant documents and instant sending of it to the client’s e-mail.

*<Write a concise vision statement that summarizes the purpose and intent of the new product and describes what the world will be like when it includes the product. The vision statement should reflect a balanced view that will satisfy the needs of diverse customers as well as those of the developing organization. It may be somewhat idealistic, but it should be grounded in the realities of existing or anticipated customer markets, enterprise architectures, organizational strategic directions, and cost and resource limitations.>*

## **Major Features**

The main features of the application:

1. Monitoring the status of all customer accounts (card, current, credit, and deposit)
2. Opening accounts in USD, EUR, UAH,
3. Opening, replenishment of deposits
4. Setting individual card limits, blocking and unlocking cards,
5. Currency exchange,
6. Instant transfers between cards, payments according to IBAN details,
7. Payment for utilities and mobile phone replenishment,
8. Creating templates for regular payments,
9. Applying for loans with instant crediting of funds to the card,
10. Planned and early repayment of loans,
11. Password protection of operations,
12. Pay with Google Pay,
13. Account statements,
14. Current exchange rates,
15. Control of income and expenses by categories, statistics by categories,
16. Convenient authorization (PIN code or Touch ID technology),
17. Search for the nearest branches and ATMs,
18. Chat or phone support
19. Dark theme.

*<Include a numbered list of the major features of the new product, emphasizing those features that distinguish it from previous or competing products. Specific user requirements and functional requirements may be traced back to these features.>*

## **Assumptions and Dependencies**

The launch of the application should contribute to the decrease in workload of physical branches of the bank by 10-15% percent during the first 6 months from the launch of the application, for 12 months such figure should reach 25-30%.

The number of transactions carried out by the bank's customers online should increase by 20% during the first 6 months from the date of launch of the application, this figure should double in a year reaching 40%.

The redistribution of customers from office to virtual service should result in the reduction of the administrative and current costs of the bank by 10% for the first half of the year, and by 15-20% for the first year of use of the application.

The RBA will use ROMA to develop and test new bank services in an automated mode, the results of such research should contribute to the overall transformation of the bank's internal processes to improve customer experience and accelerating existing services.

*<Record any assumptions that were made when conceiving the project and writing this vision and scope document. Note any major dependencies the project must rely upon for success, such as specific technologies, third-party vendors, development partners, or other business relationships.>*

# **Scope and Limitations**

*<The project scope defines the concept and range of the proposed solution. It’s also important to define what will not be included in the product. Clarifying the scope and limitations helps to establish realistic expectations of the many stakeholders. It also provides a reference frame against which proposed features and requirements changes can be evaluated. Proposed requirements that are out of scope for the envisioned product must be rejected, unless they are so beneficial that the scope should be enlarged to accommodate them (with accompanying changes in budget, schedule, and/or resources).>*

## **Scope of Initial Release**

*<Describe the intended major features that will be included in the initial release of the product. Consider the benefits the product is intended to bring to the various customer communities, and generally describe the product features and quality characteristics that will enable it to provide those benefits. Avoid the temptation to include every possible feature that any potential customer category might conceivably want some day. Focus on those features and product characteristics that will provide the most value, at the most acceptable development cost, to the broadest community.>*

## **Scope of Subsequent Releases**

*<If a staged evolution of the product is envisioned over time, indicate which major features will be deferred to later releases.>*

## **Limitations and Exclusions**

*<Identify any product features or characteristics that a stakeholder might anticipate, but which are not planned to be included in the new product.>*

# **Business Context**

*<This section summarizes some of the business issues around the project, including profiles of major customer categories, assumptions that went into the project concept, and the management priorities for the project.>*

## **Stakeholder Profiles**

*<Stakeholders are individuals, groups, or organizations that are actively involved in a project, are affected by its outcome, or can influence its outcome. The stakeholder profiles identify the customers for this product and other stakeholders, and states their major interests in the product. Characterize business-level customers, target market segments, and different user classes, to reduce the likelihood of unexpected requirements surfacing later that cannot be accommodated because of schedule or scope constraints. For each stakeholder category, the profile includes the major value or benefits they will receive from the product, their likely attitudes toward the product, major features and characteristics of interest, and any known constraints that must be accommodated. Examples of stakeholder value include:*

* *improved productivity*
* *reduced rework*
* *cost savings*
* *streamlined business processes*
* *automation of previously manual tasks*
* *ability to perform entirely new tasks or functions*
* *conformance to current standards or regulations*
* *improved usability or reduced frustration level compared to current applications*

*Example:>*

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| ***Stakeholder*** | ***Major Value*** | ***Attitudes*** | ***Major Interests*** | ***Constraints*** |
| *executives* | *increased revenue* | *see product as avenue to 25% increase in market share* | *richer feature set than competitors; time to market* | *maximum budget = $1.4M* |
| *editors* | *fewer errors in work* | *highly receptive, but expect high usability* | *automatic error correction; ease of use; high reliability* | *must run on low-end workstations* |
| *legal aides* | *quick access to data* | *resistant unless product is keystroke-compatible with current system* | *ability to handle much larger database than current system; easy to learn* | *no budget for retraining* |

Based on the [Questionnaire](https://docs.google.com/forms/d/e/1FAIpQLSdJYpZAzEhs9dwritBgDTWnAOttL_0QB3Ng7whi-ZMnoq5eQA/viewform?usp=sf_link), the following observations have been revealed.

1. The majority of respondents belongs to the 21-30 age group.
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13. The majority of respondents confirmed their favored applications provide them with the option of opening a credit line online.

The main conclusions, based on the answers provided.

1. The questionnaire needs to be extended and reshaped in a way it suits the main business objectives by providing the relevant information on the main features that guarantee success to the competitive mobile banking applications compared to RBA application.
2. The list of questions should be enriched with some open questions aimed at providing more information from the end-users.
3. The negative experience questions should be separated into a respective block of questions, reshaped in point-rated questions, and scaled from 0 to 5 or from 1 to 10.
4. There should be a clear question included whether a respondent has nothing against having an additional verbal interview after filling in the questionnaire, with the preferred way of communication to be mentioned by a person.
5. The interview question packs should be developed in two versions as “Basic user” and “Advanced user”, the information on which type the user will select can be collected at the stage of interview appointment.
6. It is good to have at the interview a document describing some mainly used features and technologies within the application in order to explain to the respondent some unknown points and to simplify his/her participation in the inquiry.

The link to the form is provided in Annex 11.2 Preliminary Survey.

## **Project Priorities**

*<Describe the priorities among the project’s requirements, schedule, and budget. The table below may be helpful in identifying the parameters around the project’s key drivers (top priority objectives), constraints to work within, and dimensions that can be balanced against each other to achieve the drivers within the known constraints. For more information, see chapter 2 of* Creating a Software Engineering Culture *by Karl E. Wiegers (Dorset House, 1996). Examples:>*

|  |  |  |  |
| --- | --- | --- | --- |
| ***Dimension*** | ***Driver (state objective)*** | ***Constraint (state limits)*** | ***Degree of Freedom (state allowable range)*** |
| *Schedule* | *release 1.0 to be available by 10/1, release 1.1 by 12/1* |  |  |
| *Features* |  |  | *70-80% of high priority features must be included in release 1.0* |
| *Quality* |  |  | *90-95% of user acceptance tests must pass for release 1.0, 95-98% for release 1.1* |
| *Staff* |  | *maximum team size is 6 developers + 4 testers* |  |
| *Cost* |  |  | *budget overrun up to 15% acceptable without executive review* |

## **Operating Environment**

*<Describe the environment in which the system will be used and define the major availability, reliability, performance, and integrity requirements. This information will significantly influence the definition of the system’s architecture. Consider questions such as:*

* *Are the users widely distributed geographically or located close to each other? How many time zones are they in?*
* *When do the users in various locations need to access the system?*
* *Where is the data generated and used? How far apart are these locations? Does the data from multiple locations need to be combined?*
* *Are specific maximum response times known for accessing data that might be stored remotely?*
* *Can the users tolerate service interruptions or is continuous access to the system critical for the operation of their business?*
* *What access security controls and data protection requirements are needed?>*

# Annex

## Market Analysis

* + 1. The initial document is available at:

<https://confluence.ithillel.com/x/kx8l>

## Preliminary Survey

* + 1. The preliminary form is available at:

<https://docs.google.com/forms/d/e/1FAIpQLSdJYpZAzEhs9dwritBgDTWnAOttL_0QB3Ng7whi-ZMnoq5eQA/viewform?usp=sf_link>

## Survey Review

* + 1. The review with conclusions is available at:

<https://docs.google.com/document/d/16wsP7HYAr_qYfbibKuVHqoJh0zbG6k17a3weefa-rA0/edit?usp=sharing>

<https://drive.google.com/file/d/1c0kZtGv15G-dk-K5tWErUJE-KwOssoDD/view?usp=sharing>