

Stakeholders, Scope & Assumptions

Stakeholder Identification

In any analytics or process improvement project, understanding who cares about the outcome-and why-is foundational. Below are the key stakeholders for GreenScape's Operations-to-Cash Analytics initiative.

Primary Stakeholders

Primary stakeholders directly influence decisions or use the analytics outputs.

Stakeholder	Role	Department	Involvement Level
CFO	Executive Sponsor	Finance	Decision-maker; reviews financial exposure and executive KPIs
VP of Operations	Executive Sponsor	Operations	Decision-maker; monitors execution performance and cost control
Finance Manager	Primary User	Finance	Owns AR, collections, and reconciliation monitoring
Finance Analyst	Primary User	Finance	Performs reconciliation, validation, and exception analysis
Operations Manager	Primary User	Operations	Tracks job completion, cycle time, and handoff to Finance

Secondary Stakeholders

Secondary stakeholders provide input or consume insights but are not decision-makers.

Stakeholder	Role	Department	Involvement Level
Regional Supervisors	Informed Users	Operations	View regional performance; provide operational context
IT Administrator	Technical Support	IT	Supports system access and reporting availability
Field Dispatchers	Data Contributors	Operations	Enter job status updates; not dashboard users

Stakeholder Personas

Persona 1: Sarah Chen - CFO

Attribute	Details
Role	Chief Financial Officer
Experience	15+ years in finance, 4 years at GreenScape
Primary Concerns	Cash flow predictability, revenue leakage, margin protection, board-ready reporting
Current Frustrations	Reports are delayed and require manual cleanup. Financial answers require days of follow-up with teams. Lacks confidence in profitability views by region or customer.
What She Needs	A single, reliable financial view showing revenue exposure, collections health, and trends.
Success Metric	"I can open a dashboard and immediately understand our financial position."

Persona 2: Marcus Rivera - VP of Operations

Attribute	Details
Role	VP of Operations
Experience	12 years in field services, 3 years at GreenScape
Primary Concerns	Crew utilization, job completion, cost control, regional execution.
Current Frustrations	Cost overruns are discovered too late. No visibility into which jobs or service types drive profitability. Limited insight into unbilled work flagged by Finance.
What He Needs	Real-time execution visibility, early cost variance warnings, and clear handoff tracking.
Success Metric	"I shouldn't be surprised by anything at month-end. If a job is going sideways, I want to know while we can still fix it."

Persona 3: Diana Patel - Finance Manager

Attribute	Details
Role	Finance Manager
Experience	8 years in accounting and finance, 5 years at GreenScape
Primary Concerns	AR aging, invoice accuracy, reconciliation efficiency, close timelines.
Current Frustrations	Manual tracking of completed-but-uninvoiced jobs. Reactive collections. Heavy spreadsheet reconciliation.
What She Needs	Automated identification of invoicing gaps and overdue exposure.
Success Metric	"My team should spend time on analysis and action, not on finding mismatches in spreadsheets."

Persona 4: Kevin Okonkwo - Finance Analyst

Attribute	Details
Role	Finance Analyst
Experience	3 years in finance operations, 2 years at GreenScape
Primary Concerns	Data accuracy, reconciliation speed, reporting support.
Current Frustrations	Weekly manual data pulls and mismatch investigation across systems.
What He Needs	A single reconciled data source with built-in discrepancy detection.
Success Metric	"If something doesn't match, the system tells me."

Persona 5: Rachel Kim - Operations Manager

Attribute	Details
Role	Operations Manager
Experience	6 years in field operations management
Primary Concerns	Job scheduling, completion tracking, handoff to Finance, cost awareness.
Current Frustrations	No confirmation that completed jobs are invoiced. Late visibility into cost overruns.
What She Needs	No confirmation that completed jobs are invoiced. Late visibility into cost overruns.
Success Metric	"When Finance asks about a job, I should be able to answer in 30 seconds, not 30 minutes."

RACI Matrix

Deliverable / Activity	CFO	VP Ops	Finance Manager	Finance Analyst	Ops Manager	IT Admin
Define business requirements	I	C	A	C	C	I
Validate KPI definitions	A	A	R	C	C	N/A
Review data model design	I	I	C	R	C	I
Validate synthetic data realism	I	C	C	R	R	N/A
Review AS-IS / TO-BE process	I	A	R	C	R	N/A
Test Interactive management dashboards	I	C	A	R	C	N/A
Approve final solution	A	A	R	C	C	N/A

Legend: R = Responsible, A = Accountable, C = Consulted, I = Informed

Project Scope

In Scope

Category	Scope Item	Details
Data	Reporting dataset creation	Synthetic operational and financial data for analysis
Data	Analytical reporting model	Unified job-to-cash analytical structure
Data	Core business entities	Customers, Jobs, Services, Invoices, Payments, Costs
Analytics	KPI calculations	Performance, variance, and exception KPIs
Analytics	Reconciliation analysis	Detection of job-invoice-payment gaps
Reporting	Interactive management dashboards	Executive Summary, Operational Performance, Financial Performance & Reconciliation
Reporting	Dashboards	Executive, Operations, Finance, Exceptions
Process	AS-IS documentation	Current operations-to-cash workflow
Process	TO-BE recommendations	Improved monitoring and accountability
Documentation	BA deliverables	BRD, FRD, KPI definitions, Data Dictionary

Out of Scope

Category	Exclusion	Rationale
Integration	Production system integration	Focus is analytics, not live ETL
Development	Custom applications	Dashboards only
Development	Predictive modeling	Descriptive & diagnostic focus
Process	Organizational change execution	Recommendations only
Data	Real production data	Synthetic data only

Scope Boundaries

This initiative demonstrates analytics and reporting capability, not full system implementation.

The focus is on:

- Translating business problems into KPIs
- Designing an analytical data model
- Writing SQL that answers business questions
- Delivering decision-ready dashboards
- Producing BA-grade documentation.

Assumptions

Business Assumptions

ID	Assumption	Impact if Incorrect
BA-01	Leadership supports data-driven decisions	Low adoption
BA-02	Shared KPI definitions agreed across teams	Reporting credibility risk
BA-03	Job volume (~1,500 jobs/year) is representative	Model realism risk
BA-04	Regional structure remains stable	Filter misalignment

Data Assumptions

ID	Assumption	Impact if Incorrect
DA-01	Synthetic data reflects realistic workflows	Missed edge cases
DA-02	Entities link via stable keys	Reconciliation failure
DA-03	Status lifecycle is consistent	KPI inaccuracies
DA-04	Dates are reliably populated	Time KPIs fail
DA-05	Costs captured at job level	Variance analysis impossible

Process Assumptions

ID	Assumption	Impact if Incorrect
PA-01	AS-IS / TO-BE flows reflect reality	Process gaps missed
PA-02	Requirements can be structured clearly	Scope confusion
PA-03	Data is accessible for reporting	Alternative approach required

Constraints

Constraint Type	Description
Data	All analysis is based on non-production data.
Scope	Scope is intentionally limited to a single end-to-end analytics initiative.
Analytical support	Analytical support techniques can be applied to assist with data exploration, validation, and summarization.

Dependencies

Phase	Depends On
Data model design	Stakeholder alignment and scope approval
SQL analytics development	Data model implementation
Dashboard development	Validated analytics queries
Documentation finalization	Completed solution design

Key Risks (High-Level)

Risk	Likelihood	Impact	Mitigation
Data patterns may not fully reflect operational edge cases	Medium	Medium	Use business-realistic patterns; validate against known operational patterns and financial expectations
Reporting connectivity issues	Low	High	Early testing & fallback
Scope creep	Medium	Medium	Refer back to defined scope boundaries; stay focused on analytics layer
Documentation may become overly detailed, reducing usability for stakeholders	Medium	Medium	Keep documentation concise and stakeholder-focused; validate through walkthroughs.

Note: A more detailed risk register will be included in as part of the BA documentation.

These considerations are provided for delivery alignment and do not impact business requirements.

Appendix A: Technical Considerations

ID	Assumption	Impact if Incorrect
TA-01	The analytical database environment is available and remains stable throughout development.	Database access issues delay development.
TA-02	Reporting tool connectivity	Manual workaround
TA-03	SQL queries can be developed, tested, and maintained using standard database development tools.	Need to switch tools or adjust workflow.
TA-04	Version control is available to manage SQL scripts, documentation, and analytical artifacts.	Lose version history and presentation.