2016

Assignment 3: IBM's NLP Cloud Solutions for RBC

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CIS5302: Professional Skills for Business Analysis S1 2016

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Table of Contents

Task 3.01 Project Journal

As this journal is an active document, it includes activities from the previous report.

Date of Research	Summary of activities	Tasks planned	Duration (hours)	Tasks completed/Actions required
17/03/2016	Review of current system and its functionality in regards to the outcomes	Interviewing the staff and other key personnel to develop the project outline	3	Data collection
18/03/2016	Review the environmental factors that might affect the key concern of this new change	Drafting of problem or opportunity in the scheduling process for this case	4	Drafting a System Vision Statement
20/03/2016	Reviewing and categorising the options in a tabular form	Developing the options matrix table with its problems as well as opportunities	2	Drafting of current problems/opportunities
21/03/2016	Reviewing the structure of current system and defining objectives and aligning the business outcomes	Designing the system vision statement that can show proper outcomes with the new solution	3.5	Creating a System Vision Statement
23/03/2016	Reviewing the new vision and conducting an object related analysis	Creating the project deadline as well as listing of the options of the outcomes of new system	4	Drafting of the project objectives
24/03/2016	Reviewing the objectives as well as understanding the in scope and out of scope	Analysing the scope and define objectives for this task and view out of scope for the plugin	2.5	Describing the scope
25/03/2016	Reviewing the key roles and responsibilities of the stakeholders who are involved in the system	Review and locate stakeholders list, list stakeholders of RBC	2	Stakeholders listed
28/03/2016	Create a WBS by reviewing the scope and objectives defined	A WBS will focus on each task of the lifecycle of this project	4	Design Work breakdown structure

30/03/2016	Define the questions and finalise the appropriate set of questionnaire	Develop a full question set to ask CEO for the organizational-level information	3	Drafting the interview with CEO and agenda of the project
31/03/2016	Arranging the document and prepare a formatted analysis	Describe each term efficiently and reviewing them as per the requirements of the new system	4-5	Finalize the case study
02/05/2016	Review services provided by Royal Bank of Canada (RBC) and more about its business processes	Review Journal and the project document, research for more articles for journals online	2.5	Research and analysis
03/05/2016	Reviewing CIS5302 Forums on the Study Desk	Understanding the concepts and developing the ideas through the forum posts	3	
04/05/2016	Reviewing the BPMN 2.0 and UML notations	UML diagrams and use cases were reviewed, BPMN notations were defined for the business processes	3	All
07/05/2016	Understanding the as-is and to-be diagrams according to the system specifications	Reviewing the textbook as well as some research on the internet	2	All
07/05/2016	Comparing and defining the key differences between as-is and to-be system diagrams and processes	Research online and reviewing relevant concepts from the textbook	4	Developing as-is and to-be processes in BPMN notation
08/05/2016	Creating and documenting organizational change and business impacts of the system	Reviewing USQ library resources as well as Scholarly articles	4	Documenting the anticipated business processes
08/05/2016	Check for CIS5302 Forums	Check on the Study Desk for forum posts Q/As	3.5	

| 08/05/2016	Understand Agile project Management Reviewing the agile project management	Research online and reviewing relevant concepts from the textbook	3	Understood agile deliverables
11/05/2016	Reviewing and developing product backlog	Documenting and defining product backlog for RBC	4	Product backlog defined
11/05/2016	Gap analysis for as-is and to-be process comparison	Developing organizational readiness criteria	2	Transitioning and developing GAPs
14/05/2016	Product backlog prioritization according to MOSCOW criterion	Requirement prioritization lists	1	Listing prioritised Requirements
15/05/2016	User Interface design research on best practices	UI assignment for the system and best practices with a strategy identification	2	Developing UI screen designs
15/05/2016	Reviewing acceptance criteria	Conducting online research and CIS5302 lecture recordings	2-3	Documented acceptance criteria
16/05/2016	Conducting research on Business Analyst job descriptions	Business Analyst profiles review on job portals like Seek and Indeed along with ACS definitions	2	BA job descriptions
20/05/2016	Reviewing document prior to developing executive summary	Writing executive summary	2	Executive summary
22/05/2016	Final documentation and review	1. Complete report 2. Add references and cite sources	6	Submit report

Task 3.02 Agile Product Backlog

Product ID	As a/an	I want to	so that I can	Priority	Estimate
PR001	RBC's Supervisor	Explore analytics for all stakeholders of RBC	assign a work schedule for my RBC's team	4	18
PR002	RBC's Supervisor	View and analyse clients' responses/interactions	enter and modify details on behalf of clients'	3	5
PR003	RBC's Supervisor	View client's emails (No edit. Add new info only)	negotiate and respond with predictive response to clients	3	9
PR004	RBC's Supervisor	View IM details. (No edit. Add new info only)	Curating the right content to the clients	3	8
PR005	RBC's Supervisor	View and edit linguistic patterns	add new patterns and delete similar patterns	4	5
PR006	RBC's Supervisor	View and edit timesheets (Audit required)	View timesheets of staff and make modifications if they are unable to do it themselves	4	14
PR007	RBC's Supervisor	track RBC's staff and client interactions on map	track my RBC's staff members	1	17
PR008	RBC's Supervisor	Send and receive email and SMS communication through the app	communicate with my team easily	3	9
PR009	RBC's Supervisor	Ability to search interactions by name	find a team member's response easily	1	6
PR010	RBC's Supervisor	Reporting and analytics on own staff – services assigned, hours worked, client interactions etc.	look for intent of the message and improve service effectiveness	2	9
PR011	RBC's staff	View client's questions	Assist them according to the	4	5

|			best solutions offered by RBC		
PR012	RBC's staff	View tweets and blogs from clients. No edit	Provide responses as per their requirements	3	4
PR013	RBC's staff	View IMs and Facebook messages. No edit	Provide responses as per their requirements	3	4
PR014	RBC's staff	Listen to voicemails	Provide responses as per their requirements	4	6
PR015	RBC's staff	View client location on map	drive down to the client's home easily	1	8
PR016	IT Administrator	Setup of users, roles and permission lists	provide the right kind of access relevant to the users role	4	12
PR017	IT Administrator	Configuration of users, roles and permission lists	create new access types based on newer roles	4	14
PR018	IT Administrator	setup workflow	manage the approval workflow within the system	4	12
PR019	IT Administrator	setup system elements – Roster fields, Client data fields, Service data fields etc.	Setup modify existing labels and create new ones easily	4	12
PR020	IT Administrator	Creation of new interfaces and automation of batch processes	create new integrations with other systems and automate data transfer	4	14
PR021	IT Administrator	process monitoring interface	check the status of processes and monitor resource usage	3	6
PR022	Operations Manager	run a report on service usage for the period specified	track the effectiveness of the services we offer	3	6
PR023	Operations Manager	run a report on Headcount and Job	track the number of casuals and	2	5

		codes for the period specified	permanent staff we employ		
PR024	Operations Manager	Analyse and interpret analytics on Customer Feedback for the selected criteria	Track and improve the quality of our services and its effectiveness	2	5
PR025	Operations Manager	run a report on the account payables and receivables for the period specified	monitor the financials associated with the services	4	3
PR026	Operations Manager	generate invoices	Provide them to the customers as evidence	2	6
PR027	Clients	Ask questions on forums and enter contact details if requested	receive attention in the case of any response provided	4	4
PR028	Clients	Post on Facebook and Twitter feeds	Receive appropriate response with valuable feedback	1	9
PR029	Clients	Send emails and IMs to employees	Receive appropriate response with valuable feedback	4	3
PR030	Clients	view service catalogue and request services	choose the right services relevant to me	4	2
PR031	Clients	review and rate services	help improve services by providing feedback	3	5
Total effort estimate				246	

Task 3.03 "AS-IS" process using BPMN
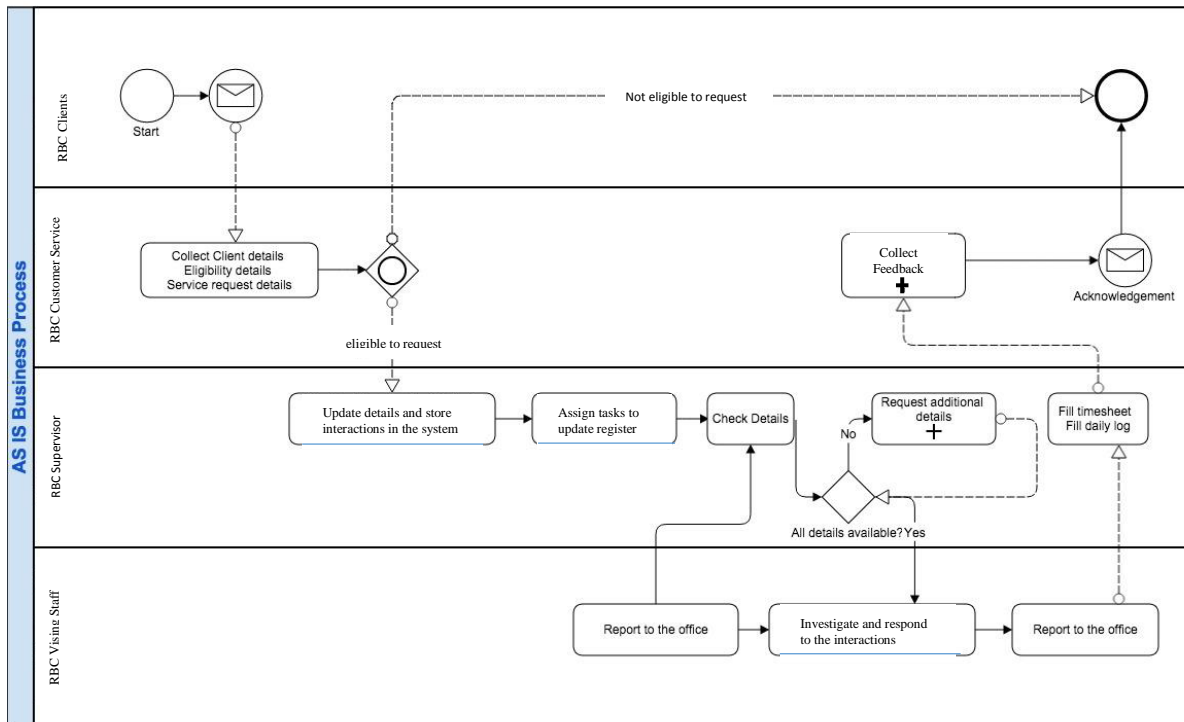
Task 3.04 "TO-BE" process using BPMN
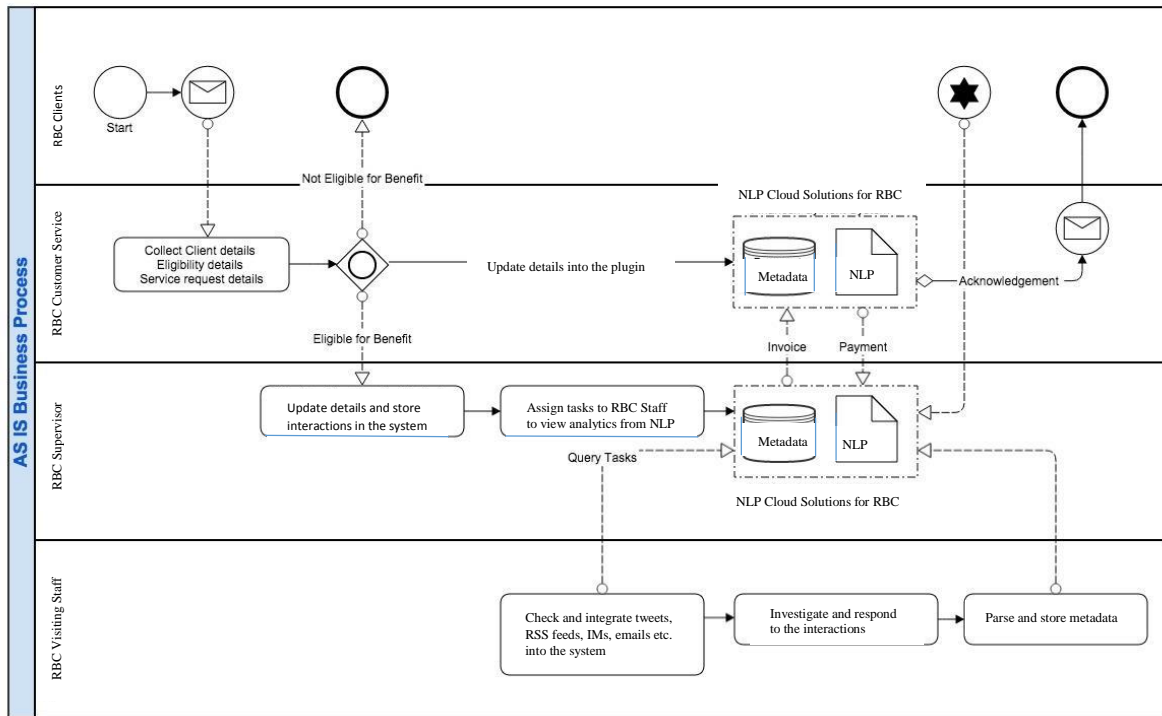
Task 3.05 Organisational change readiness and anticipated business impact

The transition of the processes from **"as-is"** to **"to be"** state as a whole for the occurrence of the desired output aligned to the goals of the team to get a seamless transition with minimal disruption with the adequate training for the business.

There are many readiness checks that need to be implemented to make changes to make the managerial decisions, they're as follows:

3.05.1 Organisational readiness

The "to-be" processes has the significant number of business requirements with the RBC's human resources involvement along with the headcount of the increased staff involvements from overall business and stakeholders and consultants, due to this, many present roles have been duplicated in terms of work to be done.

The best practice is to create a change of the organisational structure and its employees to change their roles to proper align their skills and expertise with the organizational processes and the outcomes that come across the concerning jobs relating the teams to cause the information retrieval when possible and skill requirement where relevant, hence restructuring process across RBC's employment.

3.05.2 People and culture readiness

In the "as-is" process, the assumptions that have been in terms of number of personnel working at RBC and their computer literacy that has created an aversion as of the aged staff as well as the computer systems being used. Additionally, "to-be" process has the ability to create an advancement in organizational culture as well as the resistance for the adoption of the new IT systems across the business processes that may have a beneficial impact in the anticipated business outcomes.

To manipulate the cultural changes, the senior management has to make a project master that will propose the roles to perform communication and enforce IT systems with the automation of the process. In addition, the importance of the project has to be a permanent and configure the stakeholders to consult at all levels to provide an ownership and involvement of the project responsibilities so as to implement the restructuring of the significant organizational roles as a part of the project.

The indication of how people will adapt to the change is displayed in the Kübler Ross model below including the grievance occurrences.

3.05.3 Technical Infrastructure readiness

The "as-is" process has many records that needs to be stored as well as resources needed to be automated that "to-be" process needs to create a significant upgrade to be enhanced at the infrastructural level and technical tasks that need to be carried out to apply within the new system.

There are six major technical infrastructures that needs to be procured as follows:

1. Extra lease line connections to gain more connectivity across devices
2. Web application servers as well as load balancers
3. Licences and servers for databases
4. Mobile simulators for RBC's technical staff and testing team
5. Application software for development and productivity of IDEs and software libraries etc.
6. Interfaces and middleware for payment gateway integration

The planning and development of new six environments to make sure that the available web application that can be redundant as follows:

1. Development environment – mainly for development of the applications
2. Staging environment – Unit testing and extraction of relevant data
3. Testing environment – Penetration testing and system integration
4. User Acceptance environment – UAT testing
5. Production environment – The "live" environment of the web application
6. Disaster recovery environment – In the adverse situations with the production environment this standby application is switched on instead.

3.05.4 Policy readiness

The "to-be" process incorporates this while information exchange within the IT systems and the required managerial processes incur with its information policies and

guidelines to serve the use and data manipulation as a robust information management.

Changes that policies require to enquire the change requests and features to be developed within the through prioritisation of efforts that have been reviewed and accounted within the budget.

3.05.5 Conversion readiness

The current system has to prevent the data to be precise on its data retrieval across the system as the policies of RBC states data needs to be kept for minimum 5 years. So, the captured data needs the implementation of the new plugin to be imported to discover new possibilities for enhanced client retention. Currently, the information that is being formulated by the conversations amongst the stakeholders and staff of RBC is in the form of tweets, IMs, emails and other social media websites replacing older excel and paper based communication and data storage system. Hence, the conversion process will incur:

1. Newer scripts to manipulate and extract data from excel
2. OCR readers will be used to convert the recorded data from paper based systems to store into excel
3. Database stages to run the data extraction scripts to read data from excel
4. Import the data to test and verify the quality
5. While managing the data extraction from staging database into the production database

3.05.6 Training Readiness

There will be three types of training documentation will take part while the deliverables are implemented into overall system:

1. Project related documentation for an instance, a business case or stakeholder document, communication strategy or project planning and implementation of risk and quality control strategies etc.
2. Documentation for system, for an instance, functional requirements or technical specs or system architecture and infrastructure details
3. Documentation for user specific roles or information related to their transactions and the expectations as per their roles that are to be documented within the process manuals

Documentation, which is a good work that will reduce the training and frequency of the supporting requests from the stakeholders. Also, the understanding of the processes and training across the Deep Learning Techniques, human errors and incorrect data is expected to be minimal as the automation will take place. Additionally, the system failure will occur at the minimum rate that were causing user dissatisfaction recorded prior to intended system performance and operational lifecycle of the new system. "To-be" process includes:

1. Many of the users of RBC will be involved while testing UAT and before the system will "go-live". Various training will also made available along with the documentation.
2. For other external stakeholders such as sales personnel, consultants etc. the training will take place as an online webinars to explain the functionality of the system that will be placed in the live website.

3.05.7 Go-live and operational readiness

The implementation of the new system and new information system will cover the system on the go-live date and time as well as the expectations will be higher, hence, the operational website will not be consisting of the process manuals and implementation of the BAU data will be stored within the new system.
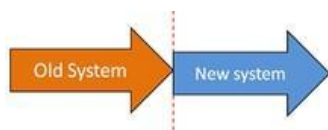
Inspire of training and the support of the arising issues after system will go live, the project team will be there to manage in case of any incidents/failure requests. The production website, if found of bugs after the testing will be handled as per the urgent and impact on the system and its users.

The new system will take around 2-3 months to reach stable state after going live as anticipated.

3.05.8 Leadership readiness

The implemented information system and its organizational changes including resources and the business cases to produce better outcomes is necessary. Additionally, the major benefits will cover continual success and realistic utilisation of the information systems as intended. The need is to manage the leadership and support the organizational culture-driven and behavioural changes across the lifecycle of the application.

Task 3.06 Requirement prioritisation (MOSCOW)

It is assumed that this prioritisation exercise has been carried out in conjunction with the stakeholders who have classified product features either as a necessity (Must, Should) or as a desirable feature (Could, Would). This prioritisation has been tabulated below.

Product ID	Feature Description	MOSCOW Priority
PR001	As a RBC Supervisor I want to explore analytics for all stakeholders of RBC so that I can assign a work schedule for my RBC team	Must
PR002	As a RBC's Supervisor I want to view and analyse clients' responses/interactions so that I can enter and modify details on behalf of clients'	Must
PR003	As a RBC's Supervisor I want to view client's emails (No edit. Add new info only) negotiate and respond with predictive response to clients	Should
PR004	As a RBC's Supervisor I want to view IM details. (No edit. Add new info only) so that I can perform curating the right content to the clients	Should
PR005	As a RBC's Supervisor I want to view and edit linguistic patterns so that I can add new patterns and delete similar patterns	Must
PR006	As a RBC's Supervisor I want to view and edit timesheets (Audit required) so that I can view timesheets of staff and make modifications if they are unable to do it themselves	Must
PR007	As a RBC's Supervisor I want to track RBC's staff and client interactions on map so that I can track my RBC's staff members	Would
PR008	As a RBC's Supervisor I want to send and receive email and SMS communication through the app so that I can communicate with my team easily	Should
PR009	As a RBC's Supervisor I want to ability to search interactions by name so that I can find a team member's response easily	Would
PR010	As a RBC's Supervisor I want to do reporting and analytics on own staff – services assigned, hours worked, client interactions etc. so that I can look for intent of the message and improve service effectiveness	Must
PR011	As a RBC's staff I want to view client's questions so that I can assist them according to the best solutions offered by RBC	Must
PR012	As a RBC's staff I want to view tweets and blogs from clients. No edit so that I can provide responses as per their requirements	Should
PR013	As a RBC's staff I want to view IMs and Facebook messages. No edit so that I can provide responses as per their requirements	Should
PR014	As a RBC's staff I want to listen to voicemails so that I can provide responses as per their requirements	Must

PR015	As a RBC's staff I want to view client location on map so that I can drive down to the client's home easily	Would
PR016	As an IT administrator I want to setup of users, roles and permission lists so that I can provide the right kind of access relevant to the users role	Must
PR017	As an IT administrator I want to perform configuration of users, roles and permission lists so that I can create new access types based on newer roles	Must
PR018	As an IT administrator I want to setup workflow so that I can manage the approval workflow within the system	Must
PR019	As an IT administrator I want to setup system elements – Roster fields, Client data fields, Service data fields etc. so that I can Setup modify existing labels and create new ones easily	Must
PR020	As an IT administrator I want to perform creation of new interfaces and automation of batch processes so that I can create new integrations with other systems and automate data transfer	Must
PR021	As an IT administrator I want to process monitoring interface so that I can check the status of processes and monitor resource usage	Should
PR022	As an Operations Manager I want to run a report on service usage for the period specified so that I can track the effectiveness of the services we offer	Should
PR023	As an Operations Manager I want to run a report on Headcount and Job codes for the period specified so that I can track the number of casuals and permanent staff we employ	Could
PR024	As an Operations Manager I want to analyse and interpret analytics on Customer Feedback for the selected criteria so that I can Track and improve the quality of our services and its effectiveness	Must
PR025	As an Operations Manager I want to run a report on the account payables and receivables for the period specified so that I can monitor the financials associated with the services	Must
PR026	As an Operations Manager I want to generate invoices so that I can provide them to the customers as evidence	Could
PR027	As a client I want to ask questions on forums and enter contact details if requested so that I can receive attention in the case of any response provided	Must
PR028	As a client I want to post on Facebook and Twitter feeds so that I can receive appropriate response with valuable feedback	Would
PR029	As a client I want to send emails and IMs to employees so that I can receive appropriate response with valuable feedback	Must
PR030	As a client I want to view service catalogue and request services so that I can choose the right services relevant to me	Must

| **PR031**	As a client I want to review and rate services so that I can help improve services by providing feedback	Could

Task 3.07 Screen Designs

For this task, I will be considering the following **two must** requirements:

PR001	As a RBC Supervisor I want to explore analytics for all stakeholders of RBC so that I can assign a work schedule for my RBC team
PR024	As an Operations Manager I want to analyse and interpret analytics on Customer Feedback for the selected criteria so that I can Track and improve the quality of our services and its effectiveness

3.07.1 User Interface for requirement PR001

The website interface for the website has a URL, which will be accessible via intranet of the company's website, once the Supervisor has approved it through the login page. The Supervisor then will be redirected to a similar interface as displayed below, which has the basic functionality of viewing its employees' interactions with their clients as well as enterprise-wide search along with the popular tags. Additionally, he can create new tasks and see statistics for the selected fields in a chart format. The tasks will be associated to the employees and they can work on them accordingly, their status can be viewed with the employee details assigned to it.
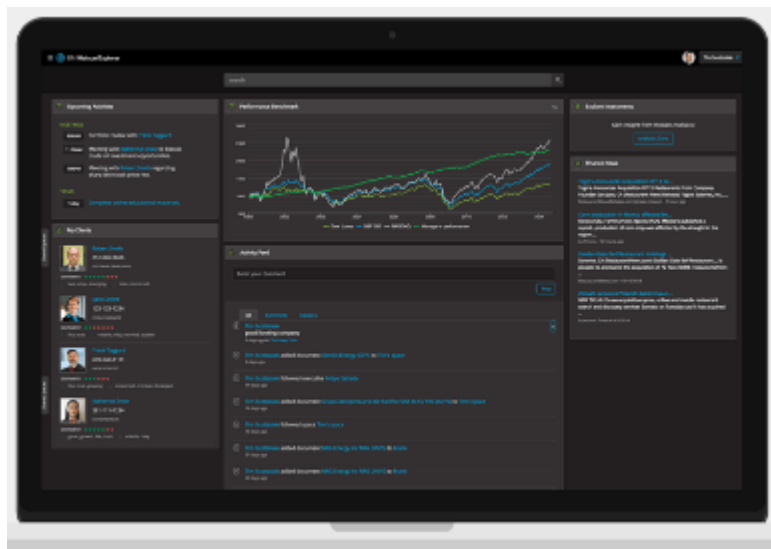
Explores and presents relevant data and analytics (IBM Watson, 2016)

Business Rules on this page:

- If the RBC's employee tasks haven't been accepted then it should appear at the top priority as the due date increases and the team lead should be sent a notification for the same.
- If there are similar types of jobs there should be a conflict message pop-up displayed with the name of the assigned employee and job ID.
- The statistics should only show positive values and the notifications should show as per the priority and client relationship

3.07.2 User Interface for requirement PR024

The operations manager should have access to this navigation page to get analytics in order to gain insights of the client ratings and other information from their interactions with the bar showing the interactions from different sources i.e. IMs, tweets, email etc. Moreover, the graphs representing the increase/decrease in interactions on a regional basis here it shows for interactions from South Africa's clients of RBC. The other information related to the performance improvements for new services and feedback are displayed as well.

Analyse information to reveal insights (IBM Watson, 2016)

Additionally, the interpreted information from the plugin will then show characteristics for the client including their personal information, profile picture, their interactions with RBC's staff, bars showing their recent enquiries on a specific page and the number of replies and finally their brief history from RBC's website.

Interprets information with Watson APIs (IBM Watson , 2016)

Business Rules on this page:

- The charts displayed will change in real time so as the other information such as user ratings etc.
- Details are sorted based on the timing in Ascending order through the day.
- The details should display the client's name and address along with a map that points the client's address along with their most recent conversations and number of replies they received.

Task 3.08 User Acceptance criteria

3.08.1 User acceptance criteria for PR001 - As a RBC Supervisor I want to explore analytics for all stakeholders of RBC so that I can assign a work schedule for my RBC team

- The RBC's Supervisor must be authenticated into the web system with only the right username and password.
  - Incorrect username and password should prompt an error and an "access denied" page should appear.
- The RBC Supervisor must be able to view the following items under the "Schedule Management" menu item.
  - Create task
  - View/Edit task
  - Create Team
  - Assign Members
  - View interactions
- The breadcrumb must accurately reflect the current navigation within the system.
- When the RBC supervisor clicks on the "Create Task' menu item, it should take him/her to a new page where he/she can enter the task details. The task details that should be captured on this page and the following validations should work –
  - RBC staff member name – Select name from drop down list. New members are added to the system by the system administrator.
  - RBC team details – The team details are automatically populated by the system. If the team member is not assigned to the team, then a warning message should pop up stating "This team member needs to be assigned to a team first".
  - Date field must be editable as well as can be entered from a calendar prompt.
  - Begin and End time entered, in conjunction with the date field must be compared against the existing schedule for the RBC staff member and if there are any clashes, an error message must pop up stating - "Task conflict – Please correct timing."
- The statistics showed should be able to add multiple fields so as to generate an overall and/or comparative graph as per the selection, and when failed should navigate to the error page showing "Please correct the fields below" with the list of fields
- When all details are entered, and the task is created, it must –
  - Save all the data on the page to the database and auto-generate a unique Task ID that can be tracked later.
  - The cloud services must be enabled and accessible to the selected areas or personnel with granted permissions.

3.08.2 User acceptance criteria for PR024 - As an Operations Manager I want to analyse and interpret analytics on Customer Feedback for the selected criteria so that I can Track and improve the quality of our services and its effectiveness.

- The Operations Manager must be authenticated into the web application with only the right username and password. Incorrect username and password should prompt an error and an "access denied" page.
- The Operations Manager must be able to view the following items under Home Screen of the website– Tasks,
  o Clients' regions and other details, Client Ratings and Timesheet in the form of graphs, progress bars for the types of interactions with RBC
- When the Manager enters the details for tasks, he must be able to see a list of tasks assigned to the staff and the status within the graph, sorted according in the ascending order according to time.
- When the Manager clicks on each of the tasks, he must be taken to a detailed view of the task where he must be able to see –
  o Name and address of the client
  o Services requested by the client
  o Client's feedback
- At any point within the website, if the user clicks on the "home" button the user must be logged off the session and re-authentication must occur in order to prevent session store issues in the beginning of the integration stage from the cloud services
- A back button must be present in the task view and the detailed task description view that will allow the user to navigate back to the home screen of the app without logging off.

Task 3.09 Job Description for the Business Analyst

A highly skilled and experienced Business Analyst is required at Royal bank of Canada to be a part of its growing IT department.

- Designation title: Business Analyst
- Reference: XX123ZLT <from RBC system>
- Organisational Area: IT - Business Analytics
- Branch: Toronto, ON
- Salary: 204000 CAD p.a.
- Status: Permanent role
- Contact: James Simpson, Senior Business Analyst
- HR Contact: Claire McKinley, HR/Payroll
- Open to: Canadian citizens and permanent residents

3.09.1 About the purpose and opportunity for suitable candidate

The key requirement of the role is to create a collaborative environment within the workforce to manage the IT – BA team with the configuration of the RBC's new NLP cloud based system for the optimal solution to enhance client retention with the use of deep learning techniques. Additionally, the BA will require the overall technical knowledge to be able to design the in-out bound system interfaces to manipulate the data into the system. One of the main expectations from BA will be to report to Director of IT department so as to collaborate with other business staff and external stakeholders on daily basis. In the event of the selection of potential candidate, the standard and objective contributions to demonstrate leadership skills is necessary.

The favourable candidate will be delivering RBC with an innovative cloud NLP based solutions provided by IBM to meet organizational goals effectively.

3.09.2 Key Responsibilities of the Business Analyst

- Assistance with the mobile and web application of RBC by designing and implementing the new NLP plugin.
- Analysing the business ideas to emphasize the required specific technical as well as functional capabilities. The project manager will be guiding through the process on how to discuss concepts with clients on an independent level.
- Identify the differences between the scope and bugs within the systems and conduct user acceptance criteria along with the user level testing by the developers.
- Support the system authorities with business readiness efforts and change management.
- The project scheduling done in collaboration with the Project Manager that meets all the expected outcomes.
- Data integration with the monitoring tools from the source that aligns with the system level interfaces to mitigate the actions.

- Create engagement analytics for all the users and managerial and regulatory level staff on an ad hoc basis as a super user.
- Provide support and training for the processes across various systems' implementation.
- Maintain the development and administration of RBC's applications and website.
- Working in collaboration with the functional staff to manage the testing, designing and training of tasks that relate to the higher level enhancements and/or system changes when needed.
- RBC's business partners and divisional managers will require cooperation in terms of opportunities incorporating changes to transform into the new system.
- Being one of the RBC's professional employees, it is required to maintain fair, ethical work behaviour in-line with the code of conduct.

3.09.3 Selection Criteria for the Business Analyst

- Assessing the skills of BA will require strong analytical and managerial skills with product understanding, how to interpret the customer needs and translate them into operational business applications.
- In order to interact with clients, adequate verbal and written communication skills while dealing with clients varying from executives to managers and experts of subject-matter.
- One of the key requirements for the role is to have excellent development skills in terms of analytical reporting using SQL/BI tools like Tableau/Qlikview.
- Prior work experience within the areas of work schedule system development and implementation is required.
- Technical skills in web and mobile based applications is must to be in practice.
- Earlier experience within any financial or banking institution will be beneficial for a functional level knowledge of RBC's business model.
- The use of XML, WSDL (Web Services Definition Language) and SOAP (Simple Object Assess Protocol) and other application integration technological understanding is beneficial.
- The favourable certifications would be within Prince 2, BABOK and PMP in relevance to the industry level mind-set.

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