Hello,  
Hope you’re doing well.  
  
Today, I found an issue that we can work on to improve. The issue is that the Santander Bank application does not include a stock exchange feature. To address this, I would like to propose the following solution through Business Analysis Planning and Monitoring:

1. Business Analysis Planning and Monitoring

1.1 Plan Business Analysis Approach

1.2 Plan Stakeholder Engagement

1.3 Plan Business Analysis Governance

1.4 Plan Business Analysis Information Management

1.5 Identify Business Analysis Performance Improvement.

Santander Project

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Business Analysis Planning and Monitoring

# Overview

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The purpose of this document is to define the approach, deliverables, and methodologies for conducting business analysis activities during the Santander application project. The objective of this project is to add a stock exchange feature to the Santander application. This will improve the user experience, make the product more user-friendly, and ensure it aligns with current trends.

# Business Analysis Approach

### 2.1 The business analysis approach

The business analysis approach for this project will follow an incremental methodology to allow for continuous feedback from stakeholders and development of requirements.

### 2.2 Initial Techniques

Arrange a complex meeting with the main stakeholders to provide more information about the project. In this project, the main stakeholders in our matrix will be the Cybersecurity teams and the AML (Anti-Money Laundering) teams.

Create surveys for customers to gauge how popular this new feature will be among existing users. Additionally, analyse the potential for acquiring new customers as a result of this project.

### 2.3 Organisational Standards

Each document should be approved by the department manager before it is submitted to the system. From the beginning to the end of each project, all documents must go through the legal department.

Require formal approval from the key stakeholders .

### 2.4 Planning Approaches

We will use an incremental approach for this project, as similar features already exist in other banks. For the UX aspect, we will use Agile methodology to ensure a unique and tailored user experience.

### 2.5 Formality and Level of Detail

The approach will be semi-formal, balancing between detailed documentation and flexibility to adapt to evolving requirements.Provide detailed documentation for critical requirements and high-level summaries for less critical aspects. Include use cases, process flows, and functional specifications as needed.

### 2.6 Timing of Business Analysis Work

### 

| **Phase** | **Duration** |  |
| --- | --- | --- |
| Initial Analysis and Stakeholder Engagement | 4 weeks |  |
| Requirements Gathering and Documentation | 7 weeks |  |
| Prototyping and Feedback Collection | 4 weeks |  |
| Final Adjustments | 2 weeks |  |
| Total | 17 weeks |  |

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### 2.7 Complexity and Risk:

* **Factors:** The main idea is solid, but the primary risk is that the AML (Anti-Money Laundering) department could become overwhelmed, as they will need to monitor transactions on a daily basis. Multiple departments are involved in this project, so we must align the work with everyone. Additionally, the marketing department should allocate a budget for influencer partnerships.
* **Change Size:** The new update impacts multiple departments, increasing complexity.
* **Affected Areas:** AML, marketing, and customer support are all involved.
* **Geographic/Cultural:** Teams are located in different regions within the EU, requiring consideration of time zones and cultural differences.
* **Technological:** Require a IT

# Plan Stakeholder Engagement

### 3.1 Stakeholder Register

| **Stakeholder Name** | **Role** | **Group External/Internal** | **Influence/Interest** | **Adress** |  |
| --- | --- | --- | --- | --- | --- |
| John Jones | Product owner | Internal | High/High | London | Direct |
| Phillppe Roca | IT department head | Internal | Medium/High | Barcelona | Direct |
| Eleanore Asi | AML lead | Internal | High/High | London | Direct |
| Briuti Mayaka | Client Support lead | Internal | Medium/High | Mumbai | Indirect |
| Sara Kalla | Sales and marketing team | Internal | Low/Medium | Helsinki | Indirect |
| Marta Kowalski | Government Agency | External | High/Low | Warsaw | N/A |

### 3.2 Stakeholder Attitudes Impact

In the matrix above, you can see the impact of our main stakeholders:

A positive impact from the Product Owner can accelerate the implementation process, while a negative impact could potentially result in the project being halted.

A negative impact from the IT department may require us to seek external solutions, which would increase the budget. Conversely, a positive impact from IT will help speed up the process.

A negative impact from the AML department may require us to seek external solutions, which would increase the budget. Conversely, a positive impact from AML will help speed up the process.

Negative impact from the Government Agency impact could potentially result in the project being halted.

### 3.3 Appropriate Delivery Method

| **Departament** | **Delivery method** | **Frequency** |
| --- | --- | --- |
| PO | Status meeting | Weekly |
| IT | Status meeting | Be-weekly |
| AML | Email | Weekly |
| Sales/Government /CS | Email /CC | Weekly |

# Plan Business Analysis Governance

### 4.1 Governance Process & Purpose

The implementation and each stage of the stock exchange must be approved by the Government Agency, PO, AML, and IT teams. Otherwise, it will not be possible to proceed.

UX design should be discussed and approved by both the customer support team and the IT team

As we already have visibility into how our final product will look, we can review other applications, such as Revolut, which has a stock exchange feature. We aim to implement something similar. The IT aspects and implementation should be discussed with key stakeholders, including AML, IT, PO, and government agencies.

Once the decision is made and approved by the aforementioned departments, we will create a step-by-step review in Jira tickets after each stage for the key stakeholders. Feedback and changes will be communicated through our communication team, who will liaise with the legal team (government agencies), and, upon approval, will forward it to the IT team. Each change request must include a description of the change, cost and time estimates, benefits, risks, and priority.

All agreed documentation will be placed in Confluence for better visibility. Although some changes to the documentation are possible, it's not ideal and will only occur if legal requirements are raised

### 4.2 Risks and Benefits

Benefits:

The main reason for implementing the stock exchange is the increasing popularity of trading, not just yearly but even daily. Many people now prefer to invest rather than hold money in currency or cash. By introducing a stock exchange and stock market feature in our application, we are likely to increase our Gen Z (18-27) and Millennial (27-40) customer base.

This demographic is ideal, as they are easier to communicate with and more responsive to sales and marketing efforts. Additionally, we expect this to boost the satisfaction rate of our existing clients.

We will also charge a small percentage on investments. While the percentage will not be large, it will generate additional revenue for the company

Since we will not create our own solution but will collaborate with a third-party company like E\*Trading, the cost for us will be minimal.

Risks :

Licensing and Compliance: Offering stock exchange services requires different licenses, regulatory oversight, and compliance measures compared to traditional banking. Banks would need to comply with regulations related to securities trading, like those enforced by bodies such as the Securities and Exchange Commission (SEC) or the Financial Industry Regulatory Authority (FINRA) in the U.S. In many countries, these regulations are stringent, so banks may avoid this to stay within their existing financial licences. Market Data Integration: Real-time stock trading involves integrating with various financial markets and data providers, which can be costly and complex. Banks may not have the technical capability or desire to invest in such infrastructure.Cost vs. Return: Banks might not find it profitable to offer stock exchange services, especially if they lack scale or a large base of customers interested in trading. The costs involved in offering these services, such as technology investments, compliance, and operational overhead, might outweigh the potential benefits unless the bank has a significant customer base interested in such products.

### 4.3 Documenting , Communicating Prioritisation of Changes

Changes are prioritised based on impact, urgency, and resource availability.

Changes are communicated to all stakeholders through email updates and posted in the project collaboration tool.

The BA is responsible for analyzing the impact of the change on the project scope, timeline, and resources.

Changes must be approved by the product owner ,legal team and the steering committee.

Final approval for changes is obtained from the project owner and documented in the project records Confluence.

Weekly governance meetings to review project progress, discuss changes, and make decisions.

### 4.4 Change Control Process

Changes should be communicated via Jira to the communication managers, who will review them and forward them to the legal team. Once approved, they will be sent to the IT or AML teams

Each brief should contain the following elements of the Change Request: description, cost and time estimates, benefits, risks, and priority. To ensure all required information is collected, communication managers will be responsible for reminding the PO or other teams when briefing changes. They can also suggest or identify new benefits or risks

Cost and Time Estimates: Provided by the project manager.

Benefits and Risks: Assessed by the BA.

Priority: Assigned by the steering committee.

### 4.5 Prioritization and Documentation

* **Prioritisation Process:** Changes reviewed weekly, prioritised based on impact and urgency.
* **Documentation:** Changes logged in the Confluence .
* **Communication:** Email updates sent to all stakeholders, changes posted on the Confluence

# Plan Business Analysis Information Management

### 5.1 Information Management Components:Organization of Information

The main information should be written in the documentation, but minor changes can be briefed during the process. The main documentation will be posted on Confluence, and each stakeholder will have access to it. Before the project starts, a formal written agreement on the main changes is required. After this, we can proceed with the project.

In the documentation, the main changes and additional clarifications will be detailed. For example, the Third-Party company will be documented, and no changes can be made there. Data migration is necessary, and due to the large number of clients joining, no changes can be made there either.

Once the project has started, the following types of changes are available: UX changes, color of CTA buttons, some localization processes depending on the country, and tax rates. Tax rate changes are permissible but only after legal approval, especially given the fast changes in EU tax regulations, particularly in niche areas like trading.

High-level requirements and designs will be summarised in overview documents, while detailed specifications will be captured in individual files.Traceability matrices will be used to link requirements to design documents, test cases, and user stories to ensure all elements are connected and dependencies are clear.

### 5.2 Access and Storage

All business analysis information will be stored in a secure, cloud-based project management tool Confluence to ensure easy access for all team members. Access permissions will be set based on roles to ensure confidentiality and integrity of the information.Metadata such as author, date of creation, last modified date, and version number will be maintained for all documents. Each requirement will have attributes like complexity, priority, risks, source, stability, status, and urgency.

**Information Management Approach:Capturing and Storing Information:**

**Author:** Each document will include the author’s name.

**Complexity:** Complexity will be assessed and noted in the requirements document.

**Ownership:** Ownership will be assigned to specific team members or departments.

**Priority:** Requirements will be prioritized based on business needs.

**Risks:** Potential risks will be documented and updated regularly.

**Source:** The origin of each requirement (e.g., stakeholder interview, survey) will be noted.

**Stability:** Stability of requirements will be tracked to identify any changes.

**Status:** Current status (e.g., draft, approved, implemented) will be maintained.

**Urgency**: Urgency of requirements will be categorized (e.g., critical, high, medium, low).