

# Final Project: Gathering requirements for a manual process

## Scenario

Northwind Enterprises is a mid-sized company specializing in wholesaling food and beverage. The company processes approximately 4,000 invoices per month using a manual system, which has led to high error rates, delays, increased labour costs, and a high level of dissatisfaction among the suppliers, who are seldom paid on time.

The Accounts Payable (AP) department comprises eight clerks who handle the entire invoice processing workflow, including data entry, validation, approval, payment processing, and filing, and two managers who supervise the process. Each clerk costs \$50,000 per annum, and a manager costs \$90,000 per annum.

Northwind Enterprises has a robust IT infrastructure capable of supporting new software implementations. The company uses an enterprise resource planning system (ERP ) that manages financial data but is not integrated with the manual invoice processing system.

The company allocated a budget of \$250,000 to resolve this problem. The situation is worsening, so a solution must be implemented urgently.

Three solutions are being considered:

1. Keep the manual process and address the issues through process changes and more strict quality monitoring.
2. Hire more staff.
3. Invest in a fully automated invoice processing system with Optical Character Recognition (OCR), real-time invoice validation, and full integration with the existing ERP system. This solution requires a \$190,000 upfront cost in system customization and integration and \$5,000 per month in licensing fees.

### **Existing pain points:**

- High error rates lead to payment delays and supplier dissatisfaction.
- The manual process is time-consuming, causing clerks to be overworked.
- The manual process does not allow real-time tracking and visibility of invoice status.
- There are frequent delays in invoice approvals between departments (finance, procurement).
- There is difficulty in scaling the process during peak business periods.

### **Business Objectives that need to be met by the proposed solution:**

- Reduce invoice processing errors by 90%.
- Decrease the average invoice processing time by 50% within the first year.
- Lower the overall invoice processing costs.

- Provide the ability to view the status of invoices in real time throughout the processing cycle.
- Achieve a 95% on-time payment rate and reduce supplier complaints about payment issues by 80% within the first year.
- Develop a scalable invoice processing system to handle increased volumes during peak business periods without additional staffing.

## Instructions

You are one of two business analysts assigned to this project. Your colleague, who is more experienced than you, has done some of the work but needs your help analysing the information gathered to date, proposing a solution, conducting a Northwind Enterprises capability assessment, and conducting an impact analysis.

To complete this project, you will need to demonstrate proficiency in:

1. Requirements Gathering Techniques: The scenario contains all the information required to complete this Business Case, but you must analyse it.
2. Solution Proposal: You must evaluate the three options and recommend the solution. You need to justify your recommendation.
3. Capability Assessment: You must evaluate current processes, technology, staffing level and skills, financial resources, and organizational readiness, identify gaps, and assess organizational capabilities to implement the proposed solution.
4. Impact Analysis: You need to assess the impact of the proposed solution on various elements of the organization using the POPIT model.
5. Business Case Documentation: you need to complete the following sections:
  - **Introduction Information**
  - **Business Objectives**
  - **Evaluated Solutions**
  - **Capability Assessment**
  - **Impact Analysis**
  - **Executive Summary**

“Note: Completing a business case is a complex activity. It draws on your skills, knowledge, and experience. As a new BA, there are some parts of the business case that you currently perhaps lack the competence to complete.”

That is why your colleague Priscilla, has completed these items:

- 6 Financial Analysis
- 8 Risk Analysis
- 9 Implementation Plan
- 10 Project Monitoring & Evaluation
- 11 Conclusion