DBS Investment Trading Technology – Solution Delivery
Business Analyst Written Test_version1.0

You are a Business Analyst who is meeting up with various Sales person to understand their current processes, assess and propose improvements.

Below are snippets of the conversation you had with a Sales Manager, John.
John is a Sales Manager selling variety of equity and fx products to a segment of clients.

"Sometimes, I get referrals from colleagues from other parts of the business. But sometimes, the clients will approach me directly too."

"It depends on the clients. Some knows what they want and will confirm an order quickly. Others might be new to the market and will call me a few times on the products and prices. It's quite troublesome because prices for simple products are available in the system but for the more complex ones, I have to contact the Pricing Manager.

Sometimes I can't get him because he's talking to other sales manager and when the client gets impatient waiting for the price, I might lose the deal."

"Concurrently, I have to reply clients' pricing enquiries on our chat messaging system and emails so it's quite tedious."

"Once the client has confirmed an order, we will need to send them a termsheet document on the same day. The document will contain important details about the deal. Some clients may acknowledge but it's not mandatory. We need to archive these documents for audit purposes."

"For confirmed orders, our operations department will compare the document order details against the order details captured in the company's system. If there is any discrepancy, the operations department will speak to Sales to determine if the document or the order in the system is incorrect. If the document is incorrect, I will need to re-generate the document to the client and operations department. If the order in the system is incorrect, I will need to cancel and re-input a new order for Operations department to verify again.

The Operations department tends to inform me late about such errors, so I can have to rush these at night as they need to be done on the same day as the order confirmation."

"Currently, I manually prepare the termsheet document via Microsoft word. Some of my colleagues uses excel instead. Although our Legal and Compliance department provides copies of the termsheet documents in the group shared folder, it's more convenient to maintain the copies on my own computer so I can make changes quickly."

"Some of my clients do complain that the termsheets they received from my colleagues are different from mine and it is confusing to them. I guess it's something we have to live with because it's hard to ask the Sales team to always refer to the shared folder."

"When the client enquires about products or prices, I will reply via email. Sometimes, I may provide them with an indicative termsheet document to provide more information. However, the document has to be clearly marked as indicative."

"I want to focus more on Sales activities instead of these administrative tasks. The company should provide more support to us on expanding our client base. For example, I do not have readily available data on the volume of orders that my existing clients are placing daily, monthly, yearly.

I do not know how many clients have made enquiries but did not confirm an order ultimately. Also, I do not know the reason why they did not proceed with an order. It could be because our pricings are not competitive enough or because we do not respond fast enough.

I will manually collate some transactional data in excel for my analysis, but this is time-consuming and not sustainable in the long run."

1) **Draw a business process flow diagram to illustrate John's existing processes.**

2) **Based on your initial assessment, propose improvements to John's existing processes and draw a business process flow diagram to illustrate the proposed future flow.**

3) **Note down any assumptions you have made in doing the above. Do also note down questions that you would like to clarify with John or other users based on your interpretation of the snippets.**

4) **Come up with 3 possible User Stories requirements based on the snippets/your proposals.**

5) **John has identified some gaps in the Data Analytics area for the company. Come up with some possible data sources, data sets and dashboards visualizations that John can use.**

6) **After the initial meetings with the Sales team, the management would like to start a project to improve the Sales department's processes using your findings as the basis. You are the Business Analyst working on this project and is asked to present your Business Analysis Plan.**