

CAPSTONE PROJECT

Needed Business Analytics and Related Roles

Project Key Performance Indicators

Data Analysis for Success

Project Schedule Details

Smitherson Capital Investment Firm
(Capstone Case 2)

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Smitherson Capital Investment Firm

Background

Smitherson Capital Investment Firm (Smith-Cap) is a 138-year-old institution facing challenges of modern relevance. A transition in leadership to Helen Smitherson-Roy and the initiation of a Business and Digital Transformation project led by Ryan Roy, presents an opportunity to address these issues. This report describes identified Business Analytics (and like Roles), Project KPIs, the data analysis components and Project Scheduling. We have also included an Overview of our mapped-out product roadmap.

1. Business Analyst (BA) and Related Roles Needed

A successful execution of the Smitherson Capital Investment Firm's Business and Digital Transformation Project requires a mix of core Business Analyst (BA) roles and related supporting roles to ensure seamless transition, implementation, and adoption of new systems and strategies. Below are the details on roles we deem necessary for the project:

A. Core Business Analyst Roles

- **Business Analyst (BA):** The primary role responsible for eliciting business requirements, analyzing stakeholder needs, facilitating workshops, and bridging the gap between business objectives and technical solutions. The BA will ensure that all requirements align with the firm's modernization goals, support documentation efforts, and facilitate communication across teams.
- **Digital Transformation Analyst:** Focuses specifically on paperless transition, online platform enhancements, and cybersecurity upgrades. This BA will ensure that digital initiatives align with the firm's overall transformation objectives, ensuring ease of adoption by both advisors and clients.
- **Data Analyst:** This role will be crucial for tracking and interpreting data related to KPIs, customer engagement, and system performance. The Data Analyst will work closely with the BA to provide insights that drive strategic decision-making.
- **User Acceptance Tester (UAT Tester):** Responsible for testing newly implemented digital tools, including the client portal, digital statement system, and automation features, from an end-user perspective. The UAT Tester ensures that systems meet real-world usability and business needs before full deployment.

B. Related Supporting Roles

- **UX/UI Designer:** Enhances the usability of the online portal, ensuring an intuitive and visually appealing interface for clients. This role ensures that digital enhancements meet accessibility and functionality requirements.
- **Change Management Specialist / Trainer:** This role is essential to train employees, advisors, and clients on new digital tools and processes, ensuring a smooth transition. The Trainer will create learning materials, conduct workshops, and provide ongoing support to maximize adoption.
- **HR/Recruitment Specialist:** Responsible for hiring a diverse workforce by executing targeted recruitment campaigns, conducting interviews, and ensuring successful onboarding of new advisors.
- **Marketing & Social Media Strategist:** Manages social media campaigns, influencer partnerships, and digital outreach initiatives to attract younger and diverse investors. This role ensures that marketing strategies align with the firm's modernization goals.
- **Cybersecurity Specialist:** Focuses on securing all digital transactions, online portals, and automation tools. This role ensures compliance with financial regulations and mitigates potential cyber threats.
- **Quality Assurance (QA) Tester:** Ensures that all newly developed features and system upgrades meet quality standards before deployment. This includes testing functionality, performance, and security aspects to ensure system stability.
- **Project Manager (PM):** Oversees the entire project, ensuring that timelines, risks, budgets, and deliverables remain on track. The PM works closely with all teams to coordinate activities efficiently.

2. Key Performance Indicators (KPIs) to Track

To ensure the success of the transformation project, tracking relevant KPIs is essential. Below are the detailed KPIs categorized by project phase:

PHASE I

A. Office Transformation & Recruitment

- **Office Setup Completion Time:** Measures whether the new Downtown Toronto office is ready within the planned timeline, tracking project delays and completion efficiency.
- **Employee Adoption Rate of New Technology:** Tracks how many employees actively use newly introduced digital whiteboards, video conferencing tools, and collaboration software.
- **Hiring Diversity Metrics:** Ensures that recruitment efforts result in a more diverse team of advisors that better reflects the demographics of the target market.

B. Digital Transformation

- **Paperless Transition Rate:** Tracks how many clients have successfully transitioned from paper-based statements to digital statements, reducing environmental impact and operational costs.
- **Online Portal Uptime & Response Time:** Ensures that the client portal remains accessible with optimal loading speeds, preventing frustrations among users.
- **Transaction Success Rate:** Measures the effectiveness of digital transaction functionalities by tracking successful versus failed transactions.
- **Training Completion Rate:** Monitors the percentage of employees and advisors completing digital adoption training, ensuring competency in new systems.
- **QA Defect Resolution Rate:** Evaluates the efficiency of the QA team in identifying and resolving system issues before the final launch.
- **UAT Approval Rate:** Determines how many digital features User Acceptance Testing pass on the first attempt, minimizing deployment delays.

PHASE II

A. Client Growth & Engagement

- **Social Media Engagement Rate:** Measures the success of digital marketing campaigns through likes, shares, comments, and conversions.

- **Influencer Marketing ROI:** Tracks the effectiveness of influencer-led campaigns in generating leads and conversions.
- **Event Attendance & Lead Conversion Rate:** Evaluates how many seminar/event attendees convert into active clients.
- **Multilingual Platform Adoption Rate:** Monitors usage statistics for new language features in the digital platforms.
- **Customer Support Inquiries Post-Launch:** Assesses the volume and nature of client support inquiries, indicating the effectiveness of training and system usability.

4. Data Analysis Recommendations

To maximize the project's success, the following data-driven strategies should be implemented

- **Customer Demographic Analysis:**
Identifies investor trends (age, location, interests) to refine marketing and recruitment strategies.
- **Sentiment Analysis on Social Media:**
Monitors social media reactions to digital campaigns and influencer collaborations.
- **Portal User Behavior Analytics:**
Tracks navigation patterns, drop-off points, and high engagement features to enhance User Experience design.
- **Event Performance Metrics:**
Evaluates engagement levels from seminars and educational symposiums to optimize future events.
- **Defect Tracking & Resolution Analysis:**
Identifies recurring issues found in Quality Assurance testing, ensuring continuous improvements.
- **UAT Feedback Trends:**
Reviews common usability concerns and feature enhancement suggestions before full deployment.

Overview of Mapped-Out Product Roadmap

Phase	Duration	Title	Deliverables	Details
1	0-5 Months	Immediate Transformation	Office Setup & Technology Implementation	<ul style="list-style-type: none">• Site selection and lease finalization• Office design, IT infrastructure setup, and procurement of collaboration tools
			Talent Acquisition & Training	<ul style="list-style-type: none">• Recruitment campaign launch for diverse advisors• Employee training on digital adoption and new processes
			Digital Transition & System Testing	<ul style="list-style-type: none">• Implementation of paperless transition and online portal enhancements• QA testing and User Acceptance Testing (UAT) before final deployment
2	5-12 Months	Growth & Engagement	Marketing & Client Engagement	<ul style="list-style-type: none">• Social media and influencer campaigns• Hosting of first educational seminar and multilingual platform implementation
			Final Optimization & Project Closure	<ul style="list-style-type: none">• Enhancements in personalization, automation, and final project review• Performance assessment and closure of transformation project