**Business Requirements Document**

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[Introduction](#_hnq2dwplcqde)

[Business Requirements](#_ruy47xx0tjdn)

[Business Process Overview](#_hlc92xmvj7jd)

[Business Metrics](#_g03928gx9mv0)

[Connection to other services and systems](#_abii808xi52k)

### Introduction

1.1. Document Purpose

This document describes project deliverables, business requirements and functional requirements in the form of Use Cases for the team implementing “Sport Goods Procurement” platform.

1.2. Relationships to other documents

User Requirements Document - <https://docs.google.com/document/d/1r72D-3Zn02sMelCJF81fnQwWKuVJqRZ-chPXrZRmQP0/edit?usp=sharing>

### Business Requirements

2.1. Project Subject

Sport Store purchases sport products from external suppliers. Sport Store Purchase department provides the service of purchasing goods including all communication between Sport Store and suppliers. There is a strong need to improve the process of purchasing from suppliers which includes placing purchase orders, details clarification and orders tracking.

2.2. Business Problem

BP1. Sport Store faces a problem of decreasing sales. The analysis confirms this is being caused by absence of products in the shops and warehouses.

BP2. Sport Store Purchase department undergoes staff turnover. Employees are not satisfied with their daily tasks.

2.3. Business Goals

BG1. Products are available for the customers in 90% cases.

BG2. Products can be delivered from the suppliers in 10 days approval of the purchase order.

BG3. Products can be delivered from the suppliers in 40 days after approval of the production order.

BG4. The process of purchasing goods is optimized and automated.

BG4.1. All correspondence between Purchase department employees and suppliers takes place on the platform.

BG4.2. The purchase\production order can be tracked though all the process.

2.4. Stakeholders

|  |  |  |
| --- | --- | --- |
| Stakeholder type | Role | Valuebles |
| Sport Store CEO | Initiator \ Sponsor | Sales increase  Profit growth |
| Purchase department manager | Initiator \ Privileged user | Decrease of repetitive manual work in the department’s processes  Department restructure - number of employees reduction |
| Major supplier | Privileged user | Profit growth  Cooperation improvement |

### Business Process Overview

3.1. “AS-IS” Current Business Environment

The process of purchasing goods is manual. The Purchase Manager needs to take physical part in the process conducting the initial purchase validation and further adjustments to the order if any. A Purchase department employee places purchase orders via email or phone. Purchase order contains all products information including colors, sizes, amount.

Suppliers need to estimate lead-time and production capacity for the purchase order. Iа there any adjustments to be made they contact the Purchase department employee who escalates the request to the purchase manager.

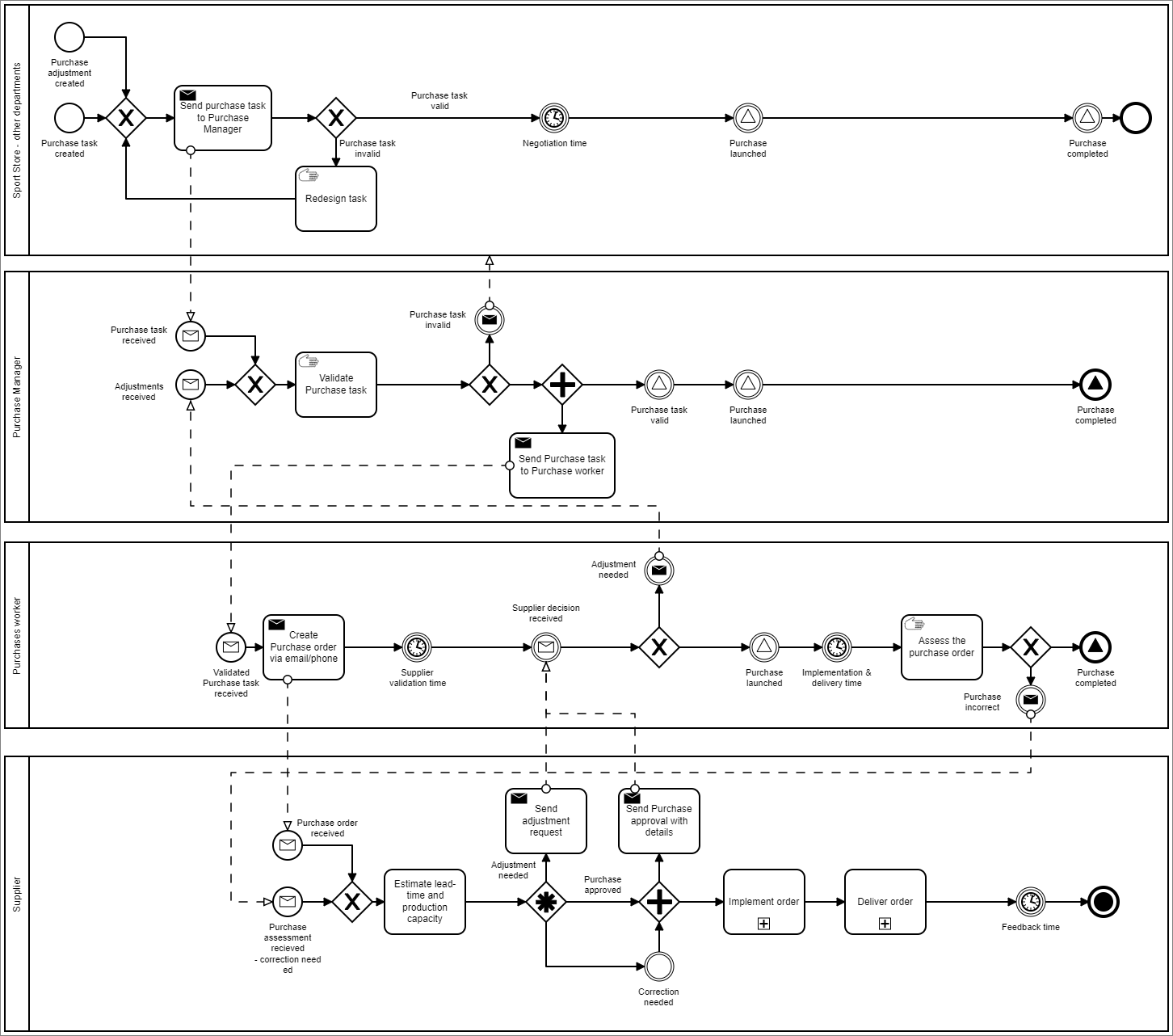


Image 1 - Process “AS-IS” BPMN 2.0 <https://drive.google.com/file/d/1TOdnSXyv_05dPF7QBIXna04imA5oKMqF/view?usp=sharing>

3.1.1. Key Deficiencies

1. The process of purchasing goods is the only non-automized process in Sport Store. It requires manual activities to monitor and report purchases especially if metrics from other processes are used.
2. Purchase Manager is the bottle neck of the process as it takes much time and effort to validate purchase tasks and make adjustments. One person is responsible for too many tasks.
3. All correspondence is unstructured. It is stored in the emails or locally.
4. Only individual employees possess the purchase knowledge. It can be difficult to track purchase status due to human factor.
5. Suppliers catalogs are not always available or up-to-date.

3.2. “TO-BE” Future Business Improvement

The process of placing and tracking purchase orders will be performed on the new platform “Sport Goods Procurement”. Purchase department employees will have the opportunity to place orders online using suppliers catalogs, track the orders, have all the correspondence saved in one place, use the database of purchases. More details will be provided in the Use Cases section of the User Requirements Document.

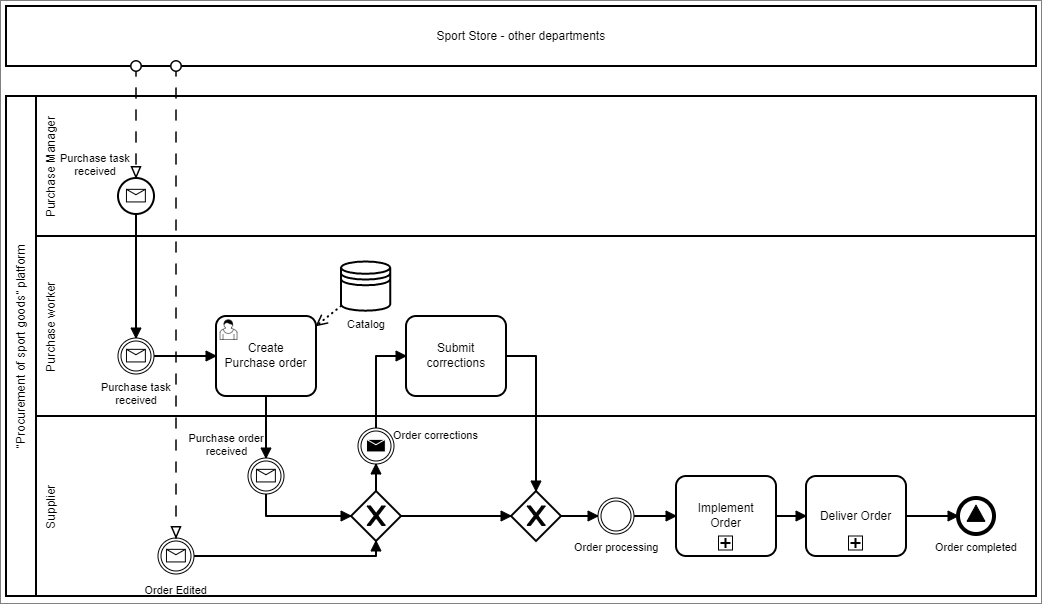


Image 2 - Process “TO-BE” BPMN 2.0

<https://drive.google.com/file/d/1Xb6pJi8AX48Z2NxEMQscWHnJcChjb-xN/view?usp=sharing>

3.2.1. Key Advantages

1. There is no validation of the purchase task conducted by the manager. When the manager or a purchase worker creates purchase order they choose items and their properties in the suppliers catalogs. The ordered products information is being saved in the format, so there is no need to validate the initial purchase task.
2. Order can be edited on the platform and the supplier can see the changes shortly before the order gets implemented. All products of the catalog have availability and delivery time information. The platform provides automatically estimated lead-time and total price when order is created. In such a way the need of editing order is minimized.
3. There is no email or phone correspondence between customer and supplier. All product information is presented in the catalog. Parties notification is organized with order statuses. More details will be provided in the Order Statuses section of the System Requirements Document.

### Business Metrics

The following metrics will be used to evaluate the implementation of the platform. The metrics will have different targets for 1-month period and 4-month periods after platform launch.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| # | Name | Description | Formula | Target 1m | Target 4m |
| Financial Metrics | | | | | |
| BM1 | Expected economic impact | Measures the economic effectiveness of the platform implementation | Company savings per month - platform cost / 12 after platform launch /  Company savings per month before platform launch  \*100 | >=5% | >=20% |
| BM2 | Purchase department budget decrease | Measures the money spent on the department (salaries, work places) | Money spent on the department per month after platform launch /  Money spent on the department per month before platform launch  \*100 | >=20% | >=50% |
| Workforce Metrics (Purchase department) | | | | | |
| KPI1 | Time worked per process - Creating Order Time | Measures the time between receiving order task and creating order | Time when order gets status ‘Created’ -  Time when order task received | 15 bh | 8 bh |
| KPI2 | Employee Satisfaction Rate | Measures how satisfied purchase department employees with the new platform | Question mean value /  Number of questions  \*100 | >=60% | >=90% |
| Platform Usability Metrics | | | | | |
| KPI3 | Immediate Order Cancelling Rate | Measures how often purchase workers cancel the order immediately because of incorrect placing order | All orders with ‘Created’ status /  Cancelled orders by purchase workers with ‘Created’ status  \*100 | <= 40% | <= 7% |
| KPI4 | Order Cancelling Rate | Measures how often purchase workers cancel the order because of incorrect placing order, supplier comment | All orders / Cancelled orders by purchase workers with ‘Approved’ status  \*100 | <= 20% | <= 7% |

### Connection to other services and systems

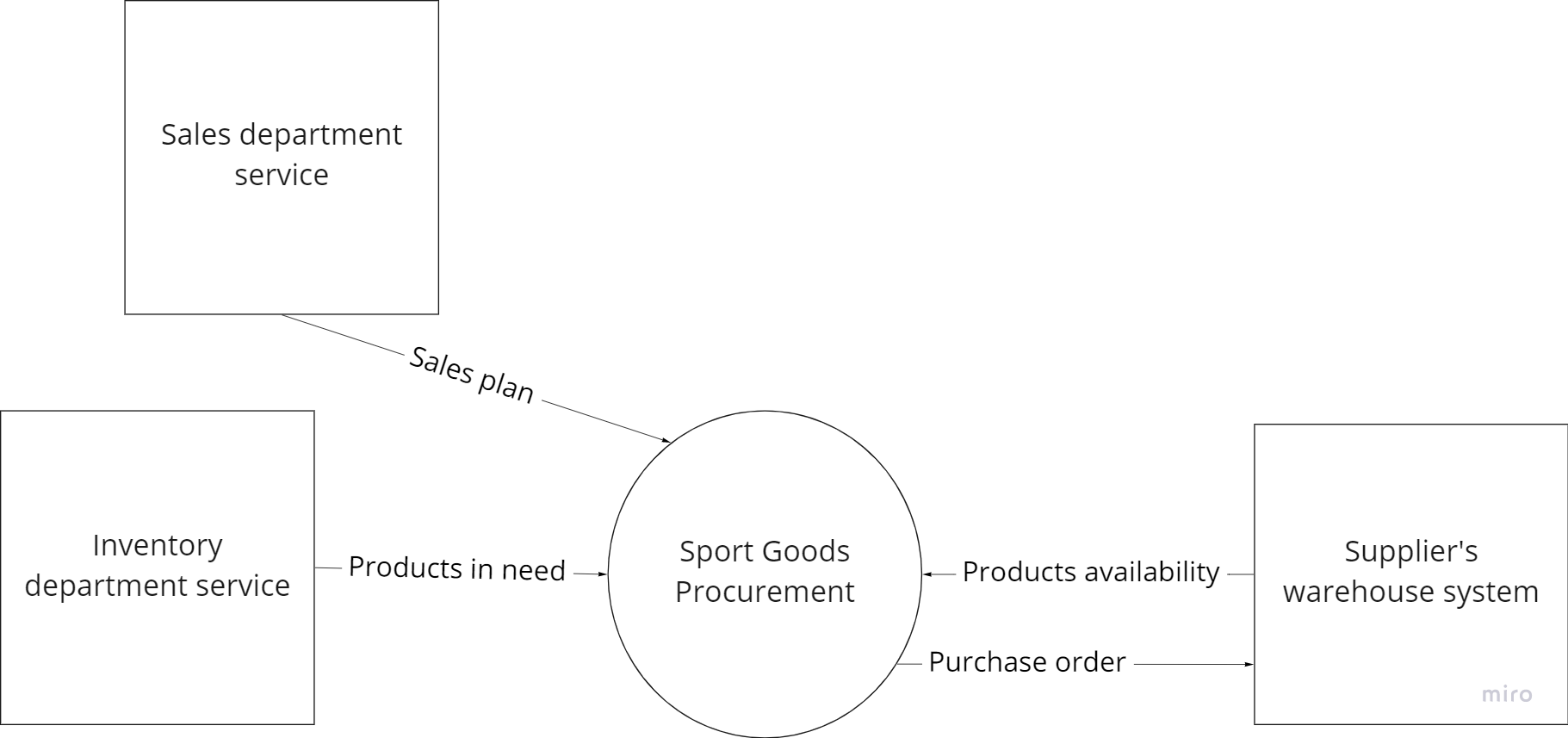


Image 3 - Context diagram