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<PROJECT NAME>

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# BUSINESS CASE

## BUSINESS CASE

### DOCUMENT CONTROL

#### DOCUMENT INFORMATION

	<b>Information</b>
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#### DOCUMENT HISTORY

<b>Version</b>	<b>Issue Date</b>	<b>Changes</b>
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#### DOCUMENT APPROVALS

<b>Role</b>	<b>Name</b>	<b>Signature</b>	<b>Date</b>
Project Sponsor			
Project Review Group			

BUSINESS CASE

Project Manager.			
Quality Manager <i>(if applicable)</i>			
Procurement Manager <i>(if applicable)</i>			
Communications Manager <i>(if applicable)</i>			
Project Office Manager <i>(if applicable)</i>			

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## TEMPLATE GUIDE

### ***How to use this template***

*This is a guide to the common sections included in a Business Case. Sections may be added, removed or amended to suit the project and project methodology. Example tables, have been added (where relevant) these are just a suggestion, you may decide to format these sections differently.*

*Text in Blue italics is designed to assist you in completing the template. Delete this text before sharing the final document.*

## BUSINESS CASE

### EXECUTIVE SUMMARY

*Provide an 'at a glance' summary of the project purpose, goals, cost/benefits, risks and options. It should be concisely, but informative so that a c-level executive can quickly grasp the value of the project. It often easier to write this section last. It should include the following:*

- *Problem or opportunity*
- *Alignment to the Business Strategy*
- *Solution alternatives*
- *Recommended Solution*
- *Expected costs and benefits*
- *Implementation Approach.*

### BUSINESS PROBLEM

#### ENVIRONMENTAL ANALYSIS (INCLUDE BUSINESS PROCESS AS APPLICABLE)

*Outline the core aspects of the business environment which have driven the business case for this project. These may include:*

- *Business Vision, Strategy or Objectives*
- *Business processes or technologies which are not operating efficiently*
- *New Competitor products or processes which have been identified*
- *New technology trends (or opportunities resulting from new technologies introduced)*
- *Commercial or operational trends which are driving changes in the business*
- *Changes to Statutory, legislative or other environmental requirements*

*Provide any facts or evidence to support the conclusions drawn above.*

#### PROBLEM ANALYSIS

*Outline the fundamental business problem or opportunity which the project will be designed to address.*

## BUSINESS CASE

### Business Problem

Provide a description of the business problem, including:

- The reasons why the problem exists.
- The impact it is having on the business (e.g. financial, cultural, operational)
- Any timescales within which the problem must be resolved, or key milestones.
- The impact of doing nothing.

### Business Opportunity

Outline the business opportunity which has been identified, including:

- Any supporting evidence
- A timeframe within which the opportunity will likely exist
- The positive impact that realization of the opportunity will have on the business.

## AVAILABLE OPTIONS

This section provides an overview of all solution options, their benefits, costs, feasibility, risks and issues. Options suggested could include doing nothing, in-house solutions, outsourcing options, offshore solution, automated solutions, manual or process based options. Often the number of options available can be reduce by a detailed Feasibility Study.

### OPTION 1 – [NAME]

#### DESCRIPTION

Provide a description of the option identified. This should include the approach to be taken and the core elements of the solution (e.g. people, process, organization, technology).

#### BENEFITS, GOALS AND MEASUREMENT CRITERIA

Describe the tangible and intangible benefits to the company upon implementation of the solution. One of the obvious benefits described will be that the business problem / opportunity outlined above will be addressed. Complete the following table:

Category	Benefit	Metric
----------	---------	--------



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<i>Financial</i>	<ul style="list-style-type: none"> <li>• <i>New revenue generated</i></li> <li>• <i>Reduction in costs</i></li> <li>• <i>Increased profit margin</i></li> </ul>	<p>\$ x</p> <p>\$ x</p> <p>\$ x</p>
<i>Operational</i>	<ul style="list-style-type: none"> <li>• <i>Improved operational efficiency</i></li> <li>• <i>Reduction in product time to market</i></li> <li>• <i>Enhanced quality of product / service</i></li> </ul>	<p>x %</p> <p>x hrs</p> <p>x %</p>
<i>Market</i>	<ul style="list-style-type: none"> <li>• <i>Increased market awareness</i></li> <li>• <i>Greater market share</i></li> <li>• <i>Additional competitive advantage</i></li> </ul>	<p>x %</p> <p>x %</p> <p><i>Describe</i></p>
<i>Customer</i>	<ul style="list-style-type: none"> <li>• <i>Improved customer satisfaction</i></li> <li>• <i>Increased customer retention</i></li> <li>• <i>Greater customer loyalty</i></li> </ul>	<p>x %</p> <p>x %</p> <p><i>Describe</i></p>
<i>Staff</i>	<ul style="list-style-type: none"> <li>• <i>Increased staff satisfaction</i></li> <li>• <i>Improved organizational culture</i></li> <li>• <i>Longer staff retention</i></li> </ul>	<p>x %</p> <p><i>Describe</i></p> <p>x %</p>

COSTS AND FUNDING PLAN

Describe the tangible and intangible costs to the company upon implementation of the solution. The costs of the actual project should be included (e.g. equipment procured) as well as any negative impact to the business resulting from the delivery of the project (e.g. operational down-time). Complete the following table:

Category	Cost	Metric	Budgeted
<i>People</i>	• <i>Salaries of project staff</i>	\$ x	YES
	• <i>Contractors / outsourced parties</i>	\$ x	NO
	• <i>Training courses</i>	\$ x	YES
<i>Physical</i>	• <i>Building premises for project team</i>	\$ x	NO
		\$ x	NO
	• <i>Equipment and materials</i>	\$ x	NO
	• <i>Tools (computers, phones, servers, network...)</i>		
<i>Marketing</i>	• <i>Advertising / branding</i>	\$ x	YES
	• <i>Promotional materials</i>	\$ x	NO
	• <i>PR and communications</i>	\$ x	NO
<i>Organizational</i>	• <i>Operational down-time</i>	\$ x	NO
	• <i>Short-term loss in productivity</i>	\$ x	NO
	• <i>Cultural change</i>	<i>Describe</i>	NO
<i>Services</i>	• <i>Software as a Service</i>		
	• <i>Consulting Services</i>		
	• <i>New or increased services required</i>		

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*NB: In addition, you may need to identify whether the cost item is a capital (CAPEX) or operational (OPEX) expenditure item. A separate spreadsheet showing an analysis of the cost equations may need to be attached as an appendix to this document if further information is likely to be required for approval.*

*Identify Funding Sources and Amounts:*

<b>Funding Source</b>	<b>Amount</b>	<b>Notes</b>

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### FEASIBILITY

*Describe the feasibility of the solution. To adequately complete this section, a Feasibility Study may need to be initiated to quantify the likelihood of achieving the desired project result. To assess the overall feasibility of this option, break the solution down into components and rate the feasibility of each component in the following table:*

<b>Component</b>	<b>Rating (1-10)</b>	<b>Method Used to Determine Feasibility</b>
<i>New Technology</i>	<i>5</i>	<i>A technology Prototype was created to assess the solution</i>
<i>New People</i>	<i>8</i>	<i>A survey was completed to identify skill-set availability</i>
<i>New Processes</i>	<i>3</i>	<i>Processes within similar organizations were reviewed</i>
<i>New Assets</i>	<i>9</i>	<i>Physical assets were inspected</i>

*To ensure that the feasibility ratings are accurate, use all appropriate methods possible to identify the likely feasibility of the solution. For example, if adopting new technology, develop a small prototype and test it to see if the resultant benefits match those expected from the exercise.*

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### RISKS

*List the known risks associated with the adoption of this solution.*

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Helpful guides for this section: [A guide to Risk Management](#). Example [Risk Register](#). [Possible responses to risk](#).

Complete the following table:

Description	Likelihood	Impact	Mitigating Actions
<i>Inability to recruit skilled resource</i>	<i>Low</i>	<i>Very High</i>	<i>Involve retained recruitment consultant to source team members. Consider using consultants on fixed term contracts.</i>
<i>Technology solution is unable to deliver required results</i>	<i>Medium</i>	<i>High</i>	<i>Complete a pilot project against most business critical requirements. Consider using Agile methods to deliver working product in Sprints.</i>
<i>Additional capital expenditure may be required in addition to that approved</i>	<i>Medium</i>	<i>Medium</i>	<i>Monitor project spend as per the project methodology. Report on spend bi-weekly to the project board. Assign PMO Director to support Project Manager in cost control.</i>

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### ISSUES

List the key issues associated with the delivery of this option. Issues are defined as “anything which currently impacts the ability of the solution to produce the required outcomes”. Complete the following table or use this [issue log template](#):

Description	Priority	Resolution Actions
<i>Required capital expenditure funds have not been budgeted</i>	<i>High</i>	<i>Request funding approval as part of this proposal.</i>
<i>CFO is not available for the Project Board meeting when this Business Case is scheduled to be reviewed.</i>	<i>Medium</i>	<i>CFO will be sent soft copy in advance of the Board and will submit her comments for review at the board.</i>

Upon approval of the business case, each issue should be formally recorded and tracked, using an [Issue Log](#).

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### ASSUMPTIONS

List the major assumptions that have been taken in assessing this option. Examples include:

- *There will be no legislative, business strategy or policy changes during this project as it relates to SaaS software and data security.*
- *Prices of raw materials will not increase during the course of this project.*
- *Additional human resource will be available from the business to support this project.*

### OPTION 2 – [OPTION NAME]

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#### DESCRIPTION

*As defined above in Section 3.1.1*

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#### BENEFITS

*As defined above in Section 3.1.2*

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#### COSTS

*As defined above in Section 3.1.3*

---

#### FEASIBILITY

*As defined above in Section 3.1.4*

---

#### RISKS

*As defined above in Section 3.1.5*

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#### ISSUES

*As defined above in Section 3.1.6*

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#### ASSUMPTIONS

*As defined above in Section 3.1.7*

## BUSINESS CASE

### RECOMMENDED OPTION

*This section compare each solution option against pre-agreed criteria and recommends a preferred option.*

### OPTION RANKINGS

*Identify the criteria for assessing each option and agree a rating mechanism for each criteria Ratings may be given a weighted score for important/mandatory criteria. Complete the following table:*

Criteria	Option 1	Option 2	Option 3
<p><i>Benefits</i></p> <ul style="list-style-type: none"> <li>• <i>Increased revenue</i></li> <li>• <i>Reduced expenditure</i></li> <li>• <i>Improved efficiency</i></li> <li>• <i>Enhanced quality</i></li> <li>• <i>Other</i></li> </ul>	<i>[1-10 Rating]</i>	<i>[1-10 Rating]</i>	<i>[1-10 Rating]</i>
<p><i>Costs</i></p> <ul style="list-style-type: none"> <li>• <i>People</i></li> <li>• <i>Physical</i></li> <li>• <i>Marketing</i></li> <li>• <i>Organizational</i></li> <li>• <i>Other</i></li> </ul>			
<p><i>Feasibility</i></p> <ul style="list-style-type: none"> <li>• <i>Technology components</i></li> <li>• <i>People components</i></li> <li>• <i>Process components</i></li> <li>• <i>Asset components</i></li> <li>• <i>Other</i></li> </ul>			

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<i>Risks</i> <ul style="list-style-type: none"><li>• <i>Resourcing</i></li><li>• <i>Technology</i></li><li>• <i>Organizational</i></li><li>• <i>Other</i></li></ul>			
<b>Total Score</b>			

### OPTION RECOMMENDED

*Note the recommend option and give the primary reasons why this option was chosen.*

### IMPLEMENTATION APPROACH

*This section provides an overview of the approach that will be taken to deliver the recommended option and derive the business benefits.*

*Where a Project Management Methodology will be used this should be noted here.*

### PROJECT INITIATION

*Outline the method by which the project will be defined, the project team formulated and the project office established.*

### PROJECT PLANNING

*Define the overall planning process to ensure that the project phases, activities and tasks are undertaken in a co-coordinated fashion.*

### PROJECT EXECUTION

*Identify the phases and activities required to complete the 'build' phase of the project.*

### PROJECT CLOSURE

*List the steps necessary to release the deliverables to the business (once complete), close the project office, reallocate staff and perform a Post Implementation Review of the project.*

### PROJECT MANAGEMENT

*Describe in brief how the following aspects of the project will be managed:*

- *Time Management*
- *Cost Management*
- *Quality Management*
- *Change Management*
- *Risk Management*
- *Issue Management*
- *Procurement Management*
- *Communications Management*
- *Acceptance Management.*



- *Other artifacts as appropriate for the business case.*

### APPENDIX

#### SUPPORTING DOCUMENTATION

*Attach any documentation you believe is relevant to the Business Case. For example:*

- *Problem / Opportunity research materials*
- *Feasibility Study research materials*
- *External quotes or tenders*
- *Detailed cost / benefit spreadsheets*
- *System requirements (if known)*
- *Other relevant information or correspondence. .*