It helps clarify WHY you are attempting to deliver the project. This stage starts with the development of a Business Case for your project.

# **1 Develop a case for the Program**

Jesus said*, “For which of you, intending to build a tower, sitteth not down first, and counteth the cost, whether he have sufficient to finish it? Lest haply, after he hath laid the foundation, and is not able to finish it, all that behold it begin to mock him, Saying, This man began to build, and was not able to finish. Or what king, going to make war against another king, sitteth not down first, and consulteth whether he be able with ten thousand to meet him that cometh against him with twenty thousand?”* Luke 14:28 -30

A program planner thinks ahead. As a good program planner you first come up with a business or program case.

## **1.2 What is a Business Case?**

A Business Case is a document which outlines the justification for the start-up of a project. The Business Case sets the context for your project. It will allow you and senior managers to identify whether there are real business benefits behind delivering the project. Obtaining a formal sign-off of your initial Business Case documents will ensure that you are not wasting time on a project that is of no benefit to the organisation.

At a minimum, a Business Case should identify:

* How it fits with overall objective of the organisation or department
* The benefits of the project to the organisation, customers, staff, etc.
* Initial estimate of costs
* Outline objectives
* Initial risk assessment

And the document may include:

* A description of the business problem (or opportunity) which exists in the business
* A listing of the available options for delivering a solution to resolve the problem
* The benefits and costs associated with each solution option
* A recommended solution option for approval. ©

## **1.4 How to use the Business Case Template**

The Business Case Document outlined in summary:

* Challenge or opportunity
* Solution alternatives
* Recommended Solution
* Implementation Approach.

# **2 Business Challenge**

## **2.1 Spreading into every man's World (include Business Process as applicable)**

Here, you outline the core aspects of the need to "Spreading into every man's World" which have derived the need for this project to take place. These may include:

* Ministry Vision, Strategy or Objectives
* Business processes or technologies which are not operating efficiently
* Christ second coming is eminent
* A mandate given to us by God through the Man of God by Rev Chris
* 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.

## **2.2 Challenge Analysis**

Outline the fundamental business problem or opportunity which the resulting project will directly address.

### **Business Challenge**

Provide a summary of the core business challenge, including:

* A generic description of the core issue at hand
* The reasons why the challenge exists
* The elements which create it (e.g. human, process, technology)
* The impact it is having on the business (e.g. financial, cultural, and operational)
* The timeframes within which it must be resolved.

### **Business Opportunity**

Outline the business opportunity which has been identified, including:

* A summary of the generic opportunity
* Any supporting evidence to prove that the opportunity is real
* A timeframe within which the opportunity will likely exist
* The positive impact that realization of the opportunity will have on the business.

# 3 Available Options

## **3.1 Option 1 – [Provide Option's name]**

## **3.2 Description**

Provide a summarized description of the option identified. This will include the general approach to be taken and a summary of the core elements of the solution (e.g. people, process, organisation, technology).

## **3.3 Benefits, Goals and Measurement Criteria**

Describe the tangible and intangible benefits to the ministry/company upon implementation of the solution. One of the obvious benefits described will be that the business challenge/ opportunity outlined above will be addressed.

|  |  |  |
| --- | --- | --- |
| **Category** | **Benefit** | **Value** |
| Financial | * New revenue generated * Reduction in costs * Increased profit margin | *$ x*  *$ x*  *$ x* |
| Operational | * Improved operational efficiency * Reduction in product time to market * Enhanced quality of product / service | *x %*  *x y z*  *x %* |
| Market© | * Increased market awareness * Greater market share * Additional competitive advantage | *x %*  *x %*  *Describe* |
| Customer | Improved customer satisfactionIncreased customer retentionGreater customer loyalty | *x %**x %**Describe* |
| Staff | * Increased staff satisfaction * Improved organizational culture * Longer staff retention | *x %*  *Describe*  *x %* |

Fig 1… Benefits, Goals and Measurement Criteria table (The “Value” is just a mock up).

Looking at the table above, you can add other elements according to the needs of your Business Case.

## **3.4 Costs and Funding Plan**

Describe the tangible and intangible costs to the Ministry/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). Table below is an example of a Costs and Funding Plan table

|  |  |  |  |
| --- | --- | --- | --- |
| **Category** | **Cost** | **Value** | **Budgeted** |
| People | * Salaries of project staff * Contractors / outsourced parties * Training courses | *$ x*  *$ x*  *$ x* | *YES*  *NO*  *YES* |
| Physical© | * Building premises for project team * Equipment and materials * Tools (computers, phones…) | *$ x*  *$ x*  *$ x* | *NO*  *NO*  *NO* |
| Marketing | * Advertising / branding * Promotional materials * PR and communications | *$ x*  *$ x*  *$ x* | *YES*  *NO*  *NO* |
| Organizational | * Operational down-time * Short-term loss in productivity * Cultural change | *$ x*  *$ x*  *Describe* | *NO*  *NO*  *NO* |
|  |  |  |  |

**Fig 1… Costs Plan table**

|  |  |  |  |
| --- | --- | --- | --- |
| **Funding Source** | | **Amount** | **Notes** |
|  |  | |  |
|  |  | |  |
|  |  | |  |
|  |  | |  |

**Fig 1… Funding Plan table**

## **3.5 Feasibility**

Describe the feasibility of the solution. 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:

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

**Fig 1. ..Feasibility table**

## **3.6 Risks**

Summaries the most apparent risks associated with the adoption of this solution. Risks are defined as “any event which may adversely affect the ability of the solution to produce the required deliverables”. Risks may be Strategic, Environmental, Financial, Operational, Technical, Industrial, Competitive or Customer related.

|  |  |  |  |
| --- | --- | --- | --- |
| **Description** | **Likelihood** | **Impact** | **Mitigating Actions** |
| Inability to recruit skilled resource | Low | Very High | Outsource project to a company with proven industry experience and appropriately skilled staff |
| Technology solution is unable to deliver required results | Medium | High | Complete a pilot project to prove the technology solution will deliver the required results |
| Additional capital expenditure may be required in addition to that approved | Medium | Medium | Maintain strict cost management processes during the project |
|  |  |  |  |

**Fig 1… Risk assessment table**

## **3.7 Issues**

Summarize the highest priority issues associated with the adoption of this option. Issues are defined as “any event which currently adversely affects the ability of the solution to produce the required deliverables”.

|  |  |  |
| --- | --- | --- |
| **Description** | **Priority** | **Resolution Actions** |
| Required capital expenditure funds have not been budgeted | High | Request funding approval as part of this proposal |
| Required computer software is only at ‘beta’ phase and has not yet been released live | Medium | Design solution based on current software version and adapt changes to solution once the final version of the software has been released |
| Regulatory approval must be sought to implement the final solution | Low | Initiate the Regulatory approval process early so that it does not delay the final roll-out process. |
|  |  |  |

Fig 1… Issues table

## **3.8 Assumptions and Constraints**

It is essential that assumptions made during the planning process are recognised and recorded. Any requirements for specialist resources or skills should be identified and any dependencies that exist with other projects or initiatives. Examples include:

* There will be no legislative, business strategy or policy changes during this project
* 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.

After you have finished with Option one, you repeat the same process for option two and so on till all options are documented.

## **4 Recommended Option**

This section compares the key characteristics of each solution option and recommends a preferred solution option for implementation.

## **4.1 Compare Options**

Compare the options by summarising the benefits, dis-benefits, costs, risks and issues. The following table is an example.

|  |  |  |  |
| --- | --- | --- | --- |
| **Criteria©** | **Option 1** | **Option 2** | **Option 3** |
| Benefits   * Increased revenue * Reduced expenditure * Improved efficiency * Enhanced quality * Other | *[1-10 Rating]* | *[1-10 Rating]* | *[1-10 Rating]* |
| Costs   * People© * Physical * Marketing * Organizational * Other |  |  |  |
| Feasibility   * Technology components * People components * Process components * Asset components * Other |  |  |  |
| Risks   * Resourcing * Technology * Organizational * Other |  |  |  |
| **Total Score** |  |  |  |

Fig 1….. A comparison table

## **Option Recommended**

Based on the highest Total Score achieved above, list here the ‘Recommended Option’ for Business Case approval. Summarize the primary reasons why this option was chosen over the other options previously identified.

<https://intranet.birmingham.ac.uk/it/projects/Toolkits/Toolkits.aspx>

<http://www.leadershipthoughts.com/writing-an-effective-business-case/>

## **1.3 When do I use a Business Case?**

* The Business Case is usually presented by Senior Management within the business to an identified Business Sponsor. It is the first document used in the Project Lifecycle and, once approved, allows the project to be formally defined. Furthermore:
* During the development of a Business Case, it may be necessary to undertake a formal Feasibility Study. This process involves a more detailed assessment of the current business problem / opportunity, the various solution options available, the likelihood of a successful implementation for each solution option and the recommended solution option for implementation. The Feasibility Study simply provides the Business Case with more rigor for the solution options presented.
* The Business Case is frequently referred to during the project. At each Quality Review point the Business Case is used to determine whether or not the benefits, costs, risks and issues prevalent match those outlined in the Business Case. At the end of the project a Post Implementation Review (PIR) will determine whether or not the project delivered the Business Benefits outlined in the Business Case. In this regard, the success of the project is measured against the ability of the project to deliver the criteria outlined in the Business Case. ©
* The next stage following approval of the Business Case is the identification of the project scope.

The business case brings together the benefits, disadvantages, costs, and risks of the current situation and future vision so that executive management can decide if the project should go ahead.

**Is the Project Worth Doing?**

If a project is worth doing you need to answer four simple questions:

* What is your goal?
* What is stopping you from reaching the goal?
* How much change is needed to overcome the challenge?
* Are you certain this will solve the problem?

If you do not have enough answers to the questions above, it may not be worth starting the project. If you do have then, you go ahead and develop the business case.