

# Understanding the Business Objective

# Understanding the Business Objective

1. What is the purpose of the project?
2. What are the goals and objectives of this project?
3. In the eyes of this project, what is success, and how will it be measured?

# Writing and Presenting a Business Case



# Business Case Basics

- What is a Business Case?
- Why is it used?
- When is it used?
- Who creates it?

# What is a Business Case?

A decision-making tool used to determine the effects a particular decision will have on profitability.

# Why is a Business Case Used?

Intended to convince key decision-makers of the merits of a particular course of action.



# When is a Business Case Used?

A business case is done on nearly every action, but not always in a written format.

The business case is created prior to the project being started. This frames up the return on investment prior to taking the action.

# Who Creates a Business Case?

A business case is generally created by a business executive, a business manager, or a business analyst.



# 5 Phases to an Effective Business Case

Phase 1 - Initial Analysis

Phase 2 - Determine Potential Solutions

Phase 3 - Write the Business Case

Phase 4 - Review Business Case

Phase 5 - Present the Business Case

phase

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# Initial Analysis

- Thoroughly understand the problem or opportunity
- Determine high level requirements
- Identify data needed to support the business case (ROI)
- Validate with decision makers the high level return is worth the potential investment
- Analyze likelihood project will be approved and if you should continue



phase



## Determine Potential Solutions

- Identify all possible solutions to the problem.
  - Benefits
  - Costs
  - Timetable of project
  - Time before a return on investment is realized
  - Risks

*\*One of your solutions should be to do nothing*



phase



## Writing the Business Case

- Executive Summary
- Problem Statement
- Analysis
- Solution Options
- Cost-Benefit Analysis
- Recommendation

phase

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## Review Business Case

- Validate problem statement justifies a call to action
- Ensure all valid solutions are given
- Double check cost-benefit analysis calculations
- Objectively dissect your recommendation
- Correct any spelling or grammatical mistakes
- Ask another person to closely review the document
- Get project buy-in of two key stakeholders



phase

5

## Present the Business Case

- Remind yourself, they haven't seen this before
- Clearly define the problem and business need to act
- Give your recommendation
- Explain the return on investment (ROI)
- Touch on each risk, but unless asked, don't dive in deep
- Mention your stakeholder backers
- Close the presentation summarizing the benefits and ROI



# Project Stakeholders



# Identifying Stakeholders

- What is a stakeholder?
  - Project team members
  - Customer
  - Suppliers
  - Employees
  - City/Community
  - Professional organizations
  - Any individual impacted by the project
  - Any individual to support the project

# Identifying Stakeholders

- Why identify stakeholders?
  - It increases the chances for success
  - Additional ideas
  - Varied perspectives
  - Gains buy-in
  - Increases credibility



# Identifying Stakeholders

- How to identify stakeholders to my project?
  - Walk through anticipated scope/process
    - Beneficiaries of the effort
    - Directly involved with the beneficiaries of the effort
    - Jobs that may be affected by project or results
    - Government officials
    - Influencers
    - Interest in outcome
  - Get ideas from stakeholders as you identify them

# Assigning Stakeholders Responsibilities

# RACI Matrix: Why is it used?

Critical tool to understand and align the responsibilities of stakeholders.





# RACI Matrix: Why is it used?

Alleviates power struggles



# RACI Matrix: Why is it used?

Reduces lack of ownership



# RACI Matrix: Why is it used?

Sets clear expectations!



KNOW YOUR  
ROLE



# RACI Matrix: An Overview

<u>Responsible</u> <u>Accountable</u> <u>Consulted</u> <u>Informed</u>	Business Analyst	Field Rep	Sales Administrator	Sales Manager	IT Manager	CRM Software Developer	Website Developer	Company Executives
Project Planning	R,A			C	C			I
Elicit/Analyze Requirements	R,A	C	C	C				I
Solution Design	R,A				I	C	C	
Solution Design Approval	C	C	C	R,A	I	C	C	I
CRM Changes	I				A	R		
Website Changes	I				A		R	
Test Solution	R,A	C	C	C	I	I	I	I
Final Solution Approval	I	C	C	R,A				I

# RACI Matrix: R.A.C.I.

**R**esponsible  
**A**ccountable  
**C**onsulted  
**I**nformed

<div>Responsible</div> <div>Accountable</div> <div>Consulted</div> <div>Informed</div>	Business Analyst	Field Rep	Sales Administrator	Sales Manager	IT Manager	CRM Software Developer	Website Developer	Company Executives
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Solution Design Approval	C	C	C	R,A	I	C	C	I
CRM Changes	I				A	R		
Website Changes	I				A		R	
Test Solution	R,A	C	C	C	I	I	I	I
Final Solution Approval	I	C	C	R,A				I

# RACI Matrix: R.A.C.I.

**R**esponsible

Accountable

Consulted

Informed

- Who is/will be doing this task?
- Who is assigned to work on this task?



# RACI Matrix: R.A.C.I.

Responsible

**A**ccountable

Consulted

Informed

- Who's head will roll if this goes wrong?
- Who has the authority to sign off the work?

# RACI Matrix: R.A.C.I.

Responsible  
Accountable  
**Consulted**  
Informed

- Who can tell me more about this task?
- Who are the Subject Matter Experts?

# RACI Matrix: R.A.C.I.

Responsible  
Accountable  
Consulted  
**Informed**

- Who's work depends on this task?
- Who has to be kept update about the progress?



# RACI Matrix: Breakdown

<div><div><div>Responsible</div><div>Accountable</div><div>Consulted</div><div>Informed</div></div></div>	Project Roles					

# RACI Matrix: Breakdown

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Actions / Tasks						

# RACI Matrix: Breakdown

<u>R</u> esponsible <u>A</u> ccountable <u>C</u> onsulted <u>I</u> nformed						
	Responsibility Grid					