

Functional Practice Statements - Business Case	
<div><div>Level 1: Initial</div><div><div>1.1A business case is being developed for project initiatives.</div><div>1.2The benefits and costs of data management are documented and used in local funding decisions.</div></div><div>Refer to Program Funding, which contains information about ensuring the availability of adequate and sustainable capital to support the data management program.</div><div>Example Work Products<ul style="list-style-type: none">Project documentation (minutes, discussion documents)Project-level business case</div></div>	
<div><div>Level 2: Managed</div><div><div>2.1The business case methodology is defined and followed.</div><div>Most organizations have produced well-structured business cases for some key projects within a business unit or for a crosscutting project. These examples can be leveraged to other areas of the organization as a step in developing an organization-wide standard approach and method.</div><div>2.2Standard business cases support approval decisions for funding data management.</div><div>Program Funding contains information about ensuring that adequate and sustainable financing is committed to support the data management program.</div><div>Examples can be leveraged to other areas of the organization as a step in developing an organization-wide standard approach and method.</div><div>2.3The data management business case for new initiatives aligns with business objectives and data management objectives. Business cases should reference and align with business objectives as well as key data management initiatives to which the project contributes. An example is an organization focusing on development of a glossary of business terms. There may be a requirement in the business case for the project to contribute new or modified terms to the glossary.</div><div>Refer to Data Management Strategy for information about the scope, priorities, and objectives of the data management program.</div><div>Example Work Products<ul style="list-style-type: none">Business case standard methodologyData management business cases initiativesDocumentation or notes of business case approvals and rejections</div></div></div>	
<div><div>Level 3: Defined</div><div><div>3.1The data management business case is developed according to the organization's standard methodology.</div><div>3.2The business case reflects analysis of the data management program's total cost of ownership, and allocates cost elements to organizations, programs, and projects in accordance with the organization's financial accounting methods.</div><div>Refer to Funding Model, which contains information about ensuring adequate and sustainable financing for the data management program.</div><div>3.3Data management business cases require executive sponsorship.</div><div>Refer to Governance Management and Data Management Function, which contain information about organizational responsibilities related to data management, executive involvement, and sponsorship needs.</div><div>3.4Cost factors comprising data management TCO are managed and tracked across the data management lifecycle. Data management costs are developed using a standard financial data collection method, and are consistently gathered across the organization.</div><div>Refer to Data Lifecycle Management, which contains information about data usage by business processes across the data lifecycle.</div><div>The Funding Model provides information about funding and cost allocation models required to be tracked and reported, and used for cost comparison and business case development.</div><div>3.5Cost and benefit metrics guide data management priorities.</div><div>Metrics are a powerful tool to apply for both minor and major adjustments to programs and projects. For example, an organization may have staff devoted to data cleansing for financial reporting. Comprehensive metrics and cost tracking would show clearly the effort and spend for repeated cleansing efforts, versus the cost of modifying the source systems to improve data quality at the source.</div><div>Example Work Products<ul style="list-style-type: none">Data management business case(s) are defined and consumed by all stakeholdersApproval documentation for data management business casesDocumentation of data management TCO and methodologyCost-benefit analysis results for data managementData management business case performance metricsTraceability matrix for data management TCO, including relationships and dependenciesStandard process to collect information about data management costsCost allocation methodology for data management TCO calculations</div></div></div>	
<div><div>Level 4: Measured</div><div><div>4.1Data management TCO is employed to measure, evaluate, and fund changes to data management initiatives and infrastructure.</div><div>Refer to Program Funding for information about ensuring the availability of adequate and sustainable capital to support the data management program, as well as cost allocation models required to be tracked and reported, and used for cost comparison and business case development.</div><div>4.2Statistical and other quantitative techniques are used to analyze data management cost metrics to assess data management TCO and collection methods.</div><div>4.3Data management program performance scorecards include TCO metrics.</div><div>4.4The organization's data management TCO model is validated, checked for accuracy, and enhanced through regular reviews and analysis.</div><div>Example Work Products<ul style="list-style-type: none">TCO management reportsProgram change recommendations based on cost metricsInfrastructure budgetsData management TCO metricsData management TCO methodology documentationData management TCO change recommendations for structure, methods, and calculationsProgram performance scorecardAudit results</div></div></div>	
<div><div>Level 5: Optimized</div><div><div>5.1Statistical results and stakeholder feedback guide continuous improvement of TCO for data management.</div><div>5.2The organization shares TCO best practices to contribute to industry maturity through publications or conference sessions.</div><div>5.3Optimization techniques and predictive models are employed to anticipate results of proposed changes prior to implementation.</div><div>Example Work Products<ul style="list-style-type: none">Proposed changes and updates to data management TCO modelPublished industry articles, white papers, conference sessionsPredictive analysis tools and models</div></div></div>	