## Instructions

The purpose of this document is to ensure that any reader or user of this template will have clarity in how to populate it, and with what details. The following pages provide the recommended body of the template.

*This standard template has been developed by members of the SLM SIG Working Party and includes significant input from itSMF members, contributing at various SLM SIG events The contributing members span a wide range of industries, both public and private sector, and include users, vendors, consultants and managed service providers.*

*In using this template you need to recognise that one size does not fit all and that you will certainly need to adapt the template to your own organisation.*

1. *Save this template under a new name before initial population.*
2. *Review & complete all relevant sections in this template.*
3. *Remove all sections that are not relevant.*
4. *Replace or remove all coloured text from the final draft of this document.*
   a. *Replace all text in **red** with appropriate text (required text in final document).*
   b. *Remove all text in **blue** (instructions and guidance for population).*
5. *Adjust template text as required to reflect unique requirements.*
6. *Change document Header and Footer to represent your own company standards.*
7. *Spell check document.*
8. *Convert all text to Black.*
9. *Add cover page according to your own company standards indicating what the document is, e.g. Policy, OLA, SLA, etc*
10. *Update Table of Contents.*
11. *Remove this page before final publication.*

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# **Business Case**

## Executive Summary

Provide a short synopsis of what you are trying to achieve

*[Enter Content Here]*

## Contents

# 1 **Document Control**

This section should contain your organisations standard document control items, such as:

- Document Filename and version
- Document Reviewer list
- Document Distribution list
- List of references to other documents
- List of figures

## 1.1 Signatories

*The aim should be to keep this to the minimum number of signatories as possible.*

| Name | Role | Signature |
|------|------|-----------|
|  | Service Provider |  |
|  | Service Level Management |  |
|  | Service Owner (if possible) |  |

## 1.2 Distribution List

*Consider representation at appropriate levels from:*
*    Business Budget Owner*
*    IT Service Management*
*Service Owner (if defined)*
*Roles and responsibilities should be defined and agreed.*
*All those with a vested interest in the levels of service committed to the customer.  If dedicated service owners exist then inclusion here or as signatories should be considered.*

| Name | Role |
|------|------|
|  | Financial authority |
|  |  |
|  |  |

## 1.3 Version History

| Version | Reason for Amendment | Date |
|---------|---------------------|------|
|  |  |  |
|  |  |  |
|  |  |  |

## 2   Introduction

GENERAL GUIDANCE:

Avoid buzzwords e.g.
    ITIL.

Include critical success factors e.g.
    Decrease cost and improve service,
    Decrease failed changes and less downtime and incidents

Consider how this Business Case aligns/fits with the Corporate Business Strategy

*[Enter Content Here]*

### 2.1   Purpose

State the purpose of the document e.g.:

This document provides the justification for introducing Service Level Management (SLM) into xxxxxxxxxx. It explains the benefits that xxxxxxxxxx will achieve from SLM, the expected cost of introducing and operating SLM, together with an assessment of risks and issues.

## 3   Rationale

Explain the business reasons and objectives for undertaking the implementation and operation of SLM. What business changes are envisaged and why? Explain the current situation; why there is a need to change; what the vision of the future is under SLM.

For example:

The Current Status:

Where we want to be:

What are the Gaps:

*[Enter Content Here]*

## 4   Scope

Explain what SLM is, what the key deliverables are from this project and of SLM, what roles are required or impacted by the introduction and operation of SLM.

*[Enter Content Here]*

# 5 Options Considered

Explain any different options considered for realising the objectives. Make a clear recommendation, explaining the reasons for the recommendation.

e.g.

Do nothing (what would happen if we did not accept this proposal)

Partial implementation

Complete, phased implementation (and why this order is suggested)

Complete, "big bang" implementation

*[Enter Content Here]*

# 6 Expected Benefits

List the benefits (to the IT supplier and to the customer and users of the IT service) and how the benefits will be measured and when.

Feed off "bad" experiences for justification

*[Enter Content Here]*

*e.g.*

*A list of benefits follows:*

| Benefit | Benefit Recipient | Measurement of success (How will benefit be measured/realised?) | Deliverable date (When will benefit be measured?) |
|---|---|---|---|
| **Increase Quality** | | | |
| Increase Service Quality | | Achievement of SLA targets, customer satisfaction improvement | |
| Increase Customer Satisfaction | | Customer satisfaction improvement | |
| **Control Cost** | | | |
| Increase Service Efficiency | | Achievement of SLA targets with fewer resources and/or lower cost | |
| Predictability of Service Cost | | Actual costs aligned with predicted costs | |
| Decrease contractual penalties | | Achievement of SLA targets | |
| Service Standardisation | | Overall cost of service provision decreasing | |
| Provider Standardisation | | Overall cost of service provision decreasing, specifically 3rd party cost elements | |
| Customer-driven investment | | Investment is targeted using SLM reports as a driver | |
| Reduced headcount to deliver service | | Headcount decreases where automated tooling is | |

| | | introduced | |
|---|---|---|---|
| **Increase Agility and Flexibility** | | | |
| Increase Service Agility | | Service changes are assessed and actioned more quickly | |
| Reduced Introduction Period | | Service changes are assessed and actioned more quickly | |
| Service Customisability | | Service options and costs are published in service catalogue | |
| **Optimise Capacity** | | | |
| Increase Service Capacity | | Service 'headroom' is documented in internal service catalogue | |
| Forecast Driven | | Service capacity increased or decreased in alignment with customer requirements | |
| **Reliability** | | | |
| Increase Service Availability | | Underpinning elements are designed to achieve service levels, incidents affecting service availability are dealt with in accordance with SLA and business impact, overall availability increases | |
| Decrease Recovery Time | | Incidents are recovered more quickly | |
| Decrease Risk | | Business-critical services identified and documented, along with their underpinning elements | |
| **Regulatory** | | | |
| Quantify Service | | IT spend can be apportioned to services, and bills produced | |
| Automated Controls | | Consumption of IT materials is appropriately controlled and approved | |
| **Improve Against Competitors** | | | |
| Competitive Services | | Increase in market share against competitors, or success in tender | |
| Align with Industry Best Practice | | SLM implemented successfully | |
| **Understand Capability** | | | |
| Understand Service Exceptions | | IT management are aware of service exceptions | |

| | | | |
|---|---|---|---|
| Understand nominal capability of IT function and its partners | | All OLAs and UC documented, actively managed and reports produced | |
| Representation and Responsibility | | Ownership documented and agreed for services and underpinning elements | |

*A list of "bad" experiences that will be addressed follows:*

| "Bad" Experience | Outcome | How this would be addressed |
|---|---|---|
| | | |

# 7 Risks

> Summarise any high-profile business and project risks. This should include probability of risk occurrence and likely cost if a risk should occur. Also it should summarise any mitigating actions that can be taken.
>
> An issue is something which already exists whereas a risk is something which may or may not happen.

*[Enter Content Here]*

| ID | Risk Description | Impact (1 low - 5 high) | Likelihood (1 low – 5 high) | Total and Traffic Status | Mitigating Actions |
|---|---|---|---|---|---|
| R001 | | | | | |
| R002 | | | | | |
| R003 | | | | | |
| R004 | | | | | |

*Key:*

| Traffic Status will be as follows: | | Impact / Likelihood |
|---|---|---|
| GREEN if Total column is | 1 - 3 | Low risk. Prepare mitigating actions. Maybe some risk. Low probability and/or low likelihood of occurrence. |
| YELLOW if Total column is | 4 - 6 | Medium risk. Medium level impact or likelihood of occurrence. Prepare to take mitigating actions. |
| ORANGE if Total column is | 7 - 9 | High risk. Take mitigating actions. High impact or likelihood of occurrence. |
| RED if Total column is | 10 + | Very High risk. Mitigating action being taken. Likely escalation to Senior Management. |

# 8    Issues

> Summarise any high-profile business and project issues. This should include actions required to address them.
>
> An issue is something which already exists whereas a risk is something which may or may not happen.

*[Enter Content Here]*

| ID | Issue Description | Impact (1 low - 5 high) | Next Actions / Current Status |
|---|---|---|---|
| I001 | | | |
| I002 | | | |
| I003 | | | |
| I004 | | | |

*Key:*

| Traffic Status will be as follows: | | Impact | |
|---|---|---|---|
| GREEN if Impact column is | 1 -2 | Low impact | |
| YELLOW if Impact column is | 3 | Medium impact | |
| ORANGE if Impact column is | 4 | High impact | |
| RED if Impact column is | 5 | Very high impact | |

# 9    Assumptions

> Summarise any high-profile business and project assumptions and due diligence activities undertaken or required to verify them.

*[Enter Content Here]*

| ID | Assumption Description |
|---|---|
| A001 | |
| A002 | |
| A003 | |
| A004 | |

# 10    Costs

> Summarise the costs of the introduction project. Estimate operational running costs. Include Whole Life costs - all direct and indirect costs as well as revenue expenditure, also include details of any expected savings, implementation and on-going management

*[Enter Content Here]*

## 11    <u>Timescales</u>

Summarise the timescales for project and delivery of the identified deliverables.

*[Enter Content Here]*


## 12    <u>Investment Appraisal</u>

Tabulate the costs and benefits over time. Where required, apply annual Discounted Cash Flow (DCF) factors to evaluate the investment.

Calculate the business value of the introduction of SLM in terms of Net Present Value (NPV) or Return on Investment (RoI)

*[Enter Content Here]*