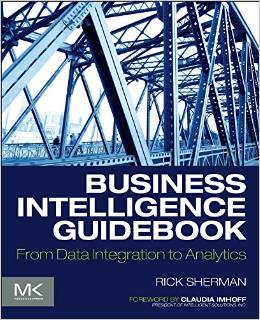
**Business Intelligence Guidebook**

**Templates**



**Chapter 2:**

**Business Justification Template**



[Company Name]

BI Justification

[Project Name]

Date: [Select Date]

Author(s):

Sponsor(s):

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|  |  |
| --- | --- |
|  | The content of the template is what is important rather than how is presented or formatted.  **Note: to delete any tip, such as this one, just click the tip text and then press the spacebar.** |

|  |  |
| --- | --- |
|  | See page 40 of the BI Guidebook for a discussion of the reasons to obtain approval (hint: it is not just about the funding) and an outline of the key components that need to be included in a BI Justification.  Chapter 2 discusses how to determine the business and technical needs of the BI project, assess its scope and create a preliminary plan and budget. This is then used as the input for the content of the BI Justification. Don’t miss the justification pitfalls on page 40. |

# Executive Summary

|  |  |
| --- | --- |
|  | Write this after completing the remainder of business justification document. The executive summary is the justification’s abstract and needs to convey its key elements. This section creates the first impression for many stakeholders and often establishes their overall project expectations. |

|  |  |
| --- | --- |
|  | *The executive summary should include a brief summary of the following:*   * *Business Opportunities* * *Key Deliverables* * *Critical Success Factors (CSF)* * *Key Project Metrics: Milestones, Costs, Resources, ROI* |

# Business Opportunities

|  |  |
| --- | --- |
|  | See the section “Building the Business Case” of the BI Guidebook (page 24) for a discussion on identifying business opportunities or problems that the BI project should address. In summary, there should be no shortage of business problems or opportunities that BI can address in an enterprise, but the key is to identify those that are worth the required investment of time, resources and cost.  The key areas with the most potential for substantial business returns are:   * Strategic business initiatives with their underlying data needs * Current business processes being hindered by analytical bottlenecks |

|  |  |
| --- | --- |
|  | Provide a brief summary in a business context of the business opportunities, problems and objectives that this BI project will address. |

## Business Objectives

|  |  |
| --- | --- |
|  | Briefly describe this BI project’s business objectives and the metrics to measure. |

## Business Initiatives

|  |  |
| --- | --- |
|  | List the business initiative(s) that this BI project will support.  Briefly describe the specific initiative deliverables or capabilities that the BI project will enable or enhance. |

## Business Processes

|  |  |
| --- | --- |
|  | List the business processes that this BI project will support.  Briefly describe the specific bottlenecks or constraints of the business processes that the BI project will address. |

# Project description

|  |  |
| --- | --- |
|  | The purpose of this section is to describe what the project is and what it does. |

|  |  |
| --- | --- |
|  | Provide the title and a brief description of the BI project. |

## Project Goals

|  |  |
| --- | --- |
|  | Briefly describe what will be created or enhanced by the BI project. |

## Key Deliverables

|  |  |
| --- | --- |
|  | Provide a brief explanation of the project’s deliverables and resulting capabilities. The deliverables should include:   * *Business applications or processes* * *Analytical capabilities* * *Data sources* * *Data Integration or cleansing* |

## Project Timeline

|  |  |
| --- | --- |
|  | Provide a high-level project timeline listing the start date, completion date and key milestones. See pages 36-37 of the BI Guidebook. |

## Proposed Approach

|  |  |
| --- | --- |
|  | Provide a brief explanation of the approach that will be undertaken in the project to achieve its goals and deliverables. The approach is the “how” of the project and includes a high-level description of the information, data, technology, and product architectures. |

## Alternative Approaches

|  |  |
| --- | --- |
|  | Provide a brief description of any alternatives that were discussed or evaluated.  Briefly describe the specific initiative deliverables or capabilities that the BI project will enable or enhance. |

## Project Scope

|  |  |
| --- | --- |
|  | Briefly describe the project’s scope in the context of the key attributes, listed on page 36 of the BI Guidebook, which were used to create the project plan, allocate resources, estimate costs and agree to deliverables. |

## Project Out-of-Scope

|  |  |
| --- | --- |
|  | Briefly describe what requirements or deliverables have been identified as being excluded from this project. These constraints have been agreed upon to get the project to be completed within a specific timeline and budget. |

# Project Financials

|  |  |
| --- | --- |
|  | See the section “Developing Scope, Preliminary Plan and Budget” in Chapter 2 of the BI Guidebook for a discussion on developing a project budget and calculating a return on investment (ROI).  Depending on the scope of the project and how an enterprise handles financially justifying a project, this section is often done in collaboration with a representative from the enterprise’s finance group. In that collaboration the BI would be responsible for identifying costs while the finance person would determine how those costs are represented in a budget and calculate ROI. |

|  |  |
| --- | --- |
|  | Provide a brief summary of the project costs, benefits and ROI. |

## Project Budget

|  |  |
| --- | --- |
|  | Provide a listing of the project costs broken down by categories such as labor (internal versus external), hardware and software. These costs will further be classified as capital versus expense.  Often a summary table is placed in this section and a spreadsheet is referenced for a more detailed analysis. |

## Total Cost of Ownership (TCO)

|  |  |
| --- | --- |
|  | Describe the project TCO. Besides the initial project budget there may be recurring costs such as infrastructure or software subscriptions, as well as support and maintenance costs related to the project’s deliverables. These costs needed to be identified and approved along with the project’s budget which is a one-time cost.  Some enterprises will include these costs in the ROI calculations. The finance person working on this section will determine how these costs are represented. |

## ROI

|  |  |
| --- | --- |
|  | Identify and quantify ROI benefits, as discussed in both the “Building the Business Case” and “Calculating Benefits and ROI” sections of Chapter 2 in the BI Guidebook. |

# Dependancies, assumptions, Risks and issues

|  |  |
| --- | --- |
|  | It is critical that the project team identifies the key dependencies, assumptions, risks and issues that may derail the project. Although the cynic may say this is the ultimate CYA (cover your ass) section, project management best practices demand that this section be well thought out and as expansive as possible.  At a minimum, identifying these criteria enables a project to establish an early warning mechanism to flag and address conditions as they occur. With foresight, the project team may mitigate the risks. |

## Project Dependencies

|  |  |
| --- | --- |
|  | Provide a brief description of project dependencies both within and outside of the enterprise. This needs to describe what project deliverables are impacted and the potential scope of the impact. |

## Project Assumptions

|  |  |
| --- | --- |
|  | Provide a brief description of the assumptions that were made in project planning. These assumptions may include business conditions, technical capabilities, resource availability, resource skills or deployment conditions. |

|  |  |
| --- | --- |
|  | Explicitly identify these assumptions. If you don’t and they change, neither the project team nor their stakeholders will understand the impact on the project. |

## Project Risks

|  |  |
| --- | --- |
|  | Provide a brief description of the project risks, how to identify them if they occur during the project and how you can reduce the risk. |

|  |  |
| --- | --- |
|  | Things that are out of the control of the project team can go wrong. The more risks that are identified prior to the project starting the more likely the project team and stakeholders will be able to deal with them. |

## Project Issues

|  |  |
| --- | --- |
|  | Provide a brief description of the issues and concerns that the project team or stakeholders have identified. These issues may not rise to the level of project risks but are considered important enough to document. |

# Business sponsors and stakeholders

|  |  |
| --- | --- |
|  | The are several sections in Chapter 2 of the BI Guidebook that discuss who the best sponsors are, how to enlist them and, maybe even more importantly, what sponsor actions present risks to the project. |

## Business Sponsors

|  |  |
| --- | --- |
|  | List business owners of this requirement with their name, title, organizational group and project role. |

## Project Stakeholders

|  |  |
| --- | --- |
|  | List business owners of this requirement with their name, title, organizational group and project role. |

# Approvals

|  |  |
| --- | --- |
|  | It is a best practice to obtain sign-off approval of each project milestone. An organization’s policies and culture will dictate who the approvers will be, but typically the sponsors and key stakeholders are included. |

|  |  |  |
| --- | --- | --- |
| Title | Name | Approval  Date |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

# Appendix: Background Materials

|  |  |
| --- | --- |
|  | This section includes all background or supporting materials for the BI Justification. These materials may include more detailed analysis of the following:   * Project plan * Project Budget * ROI Calculation |

## Authors and contributors

|  |  |
| --- | --- |
|  | List all the people involved in obtaining and analyzing the requirements along with the authors of this deliverable. |