

Business Case

<Project Name>

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# Executive Summary

For a standard Business Case, complete this section *after* completing all other sections.

## Issue

Briefly describe the business issue that the recommended project would solve without describing how the problem will be addressed. Include a brief statement of any mandates that require processes and/or services not currently in place.

⇒

## Anticipated Outcomes

Describe the anticipated outcomes of implementing a project that specifically addresses the business issue. The description should include answers to questions such as “What are we aiming for?” and “What are the expected benefits to business operations?”

⇒

## Recommendation

Describe the project that is being recommended to achieve the anticipated business outcomes by summarizing the approach for how the project will address the business issue. Identify the stakeholders/customers involved in determining whether the desired results are achievable by implementing the project.

⇒

## Justification

Justify why the recommended project should be implemented and the rationale for why the project was selected above the other alternative solutions. Provide a compelling argument by summarizing key quantitative and qualitative information from the Project Evaluation section, including a description of the impact of not implementing the project.

Determine and include analysis information that is necessary to provide a clear justification for the project. The type and extent of information included in the justification will vary based on the best approach for making a compelling and accurate argument.

⇒

## Assumptions

List and describe any assumptions relevant to the project that is being recommended to achieve the anticipated business outcomes.

⇒

## Limitations

List and describe any limiting factors, or constraints, relevant to the project that is being recommended to achieve the anticipated business outcomes.

⇒

# Governance and Business Case Analysis Team

## Governance

Describe the IT governance processes and structures within COMPANYNAME

⇒

## Business Case Analysis Team Members

Describe the roles on the business case analysis team. Provide the names and titles of Institution staff that will fulfill them.

| **Role** | **Description** | **Name/Title** |
| --- | --- | --- |
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Table : Business case analysis team members

# Problem Definition

## Problem Statement

Describe the problem the project would address, including any problems related to technology, processes and/or services, without presupposing a solution.

⇒

## Institution and Constituent Environment

Identify and briefly describe the relation of each stakeholder/customer to the project.

| **Stakeholders/Customers** | **Description** |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Table : Stakeholder/Customer relationship

Describe the processes and/or services that would be modified or automated by the project. Include processes and/or services for agencies and constituents (citizens, employers, other agencies).

| **Processes/Services** | **Description of Modifications/Automation** |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Table : Processes/Services

## Current Technology Environment

### Current Software

Describe COMPANYNAME’s existing software that will be modified or replaced by the proposed project.

| **Software Items** | **Description** |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Table : COMPANYNAME’s existing software items

### Current Hardware

Describe COMPANYNAME. existing hardware that will be modified or replaced by the proposed project.

| **Hardware Items** | **Description** |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Table : COMPANYNAME’s existing hardware items

# Project Overview

## Project Description

Describe the approach the project will use to address the business problem. Include the project sequence number for the project from the Information Technology Detail (ITD).

| **Description of Project** |
| --- |
|  |
| **ITD Project Sequence Number:** |

Table : Approach to address the business problem

## Goals and Objectives

Describe the business goals and objectives of the project. Ensure the goals and objectives support business needs.

| **Business Goal/Objective** | **Description** |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Table : Business goals and objectives

## Performance Measures

Describe performance measures that will be used to gauge the project’s business outcomes for key processes and services.

| **Key Process/Services** | **Performance Measure** |
| --- | --- |
|  |  |
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|  |  |

Table : Performance measures

## Assumptions

List the assumptions regarding COMPANYNAME processes and/or services affected by the proposed project.

⇒

## Constraints

List the limitations or constraints regarding COMPANYNAME processes and/or services affected by the proposed project.

⇒

## Proposed Technology Environment

### Proposed Software

Describe software for the project, including technical factors that may be critical to project selection if applicable.

| **Software Item** | **Description** |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Table : Software item

### Proposed Hardware

Describe the hardware for the project, including technical factors that may be critical to project selection if applicable.

| **Hardware Item** | **Description** |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Table : Hardware item

## Major Project Milestone

Describe the project’s preliminary major milestones, deliverables, and target dates.

| **Milestones/Deliverables** | **Target Date** |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Table : Project milestone

# Project Evaluation

The Business Case Workbook is completed as part of this section. Once completed, the Business Case Workbook evaluation factors are summarized in this section.

## Statutory Fulfillment

Describe the direct and derived mandate(s) related to the project and cite reference(s) for federal and state statutes, rules, and regulatory requirements. Describe any penalties or funding losses.

| **Mandates Related to Project** | **Statutory Citations** | **Penalties/Funding Losses** |
| --- | --- | --- |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |
|  |  |  |

Table : Mandates related to project

## Strategic Alignment

Identify titles of strategic plans the project addresses, including the State Strategic Plan for Information Resources Management, COMPANYNAME strategic plan, and any other applicable plans. Cite the specific goals and objectives in each plan that are related to the project. Describe the relationship of the project to each of the plans based on how the project aligns and meets the goals and objectives cited in the strategic plans.

| **Plan** | **Goals/Objectives** | **Relationship to Project** |
| --- | --- | --- |
|  |  |  |
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Table : Strategic plan

## COMPANYNAME Impact Analysis

Summarize how the project would impact the use of technology resources at the Institution level, including support of the defined architecture and standards for the Institution and state.

⇒

## Financial Analysis

Using the level of detail illustrated in the instructions, describe methods used to calculate project cost and quantitative project benefit estimates. Describe estimate factors and underlying assumptions.

| **Methods: Project Cost Estimates** | **Estimate Factors/Underlying Assumptions** |
| --- | --- |
|  |  |
| **Methods: Institution and Constituent Quantitative Project Benefits** | **Estimate Factors/Underlying Assumptions** |
|  |  |

Table : Financial analysis

## Initial Risk Consideration

Identify each additional initial risk and rate it consistent with the instructions provided in the Business Case Workbook Evaluation Factor worksheet. These are initial risks that were not already identified in the Evaluation Factor worksheet.

| **Risk** | **Rating** |
| --- | --- |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Table : Initial risk consideration

## Alternatives Analysis

Describe alternative options, including the option of not implementing any project at all and at least one non-selected project option. State the reasons for not selecting each alternative. If at least one rejected alternative is not included, explain why.

| **No Project (Status Quo)** | **Reasons For Not Selecting Alternative** |
| --- | --- |
|  |  |
| **Alternative Option** | **Reasons For Not Selecting Alternative** |
|  |  |
| **Alternative Option** | **Reasons For Not Selecting Alternative** |
|  |  |

Table : Alternative analysis

# Project Selection

## Methodology

Describe the Institution-developed methodology used for project selection.

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## Results

State the rationale for why the project was selected above the other alternatives solutions. Cite any market research that was conducted.

*Note: The graphical summary charts below may be copied to the Executive Summary depending on the desired approach for providing a clear and succinct justification for the project.*

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|  |  |  |  |
| --- | --- | --- | --- |
| Summary: All Project Evaluation Factors | | | |
| Line | Factor | Maximum Rating Possible | Rating\* |
| SF | Statutory Fulfillment | 35 |  |
| SA | Strategic Alignment | 45 |  |
| IA | Institution Impact Analysis | 35 |  |
| FA | Financial Analysis - Government/Constituent | 60 |  |
| RC | Initial Risk Consideration | 45 |  |
| AA | Alternatives Analysis | 30 |  |
|  | Total, All Project Factors | 250 |  |

Table : Summary: All Project Evaluation Factors

\* Ratings are detailed in the Business Case Workbook.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Financial Analysis: Institution/State | | | | | | | |
| Line | Measure | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
| RA1 | Institution Benefits (Cash Inflow) |  |  |  |  |  |  |
| RA2 | Project Costs (Cash Outflow) |  |  |  |  |  |  |
| RA3 | Benefit/Cost Variance (Net Cash Flow) |  |  |  |  |  |  |
| RA4 | Cumulative Net Benefits (Cumulative Net Cash Flow) |  |  |  |  |  |  |
| RA7 | Breakeven Point (Years 1 to 10) |  |  |  |  |  |  |

Table : Financial Analysis: Institution/State

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Financial Analysis: Constituents | | | | | | | |
| Line | Measure | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Total |
| VA1 | Constituent Benefits |  |  |  |  |  |  |
| VA2 | Project Costs |  |  |  |  |  |  |
| VA3 | Benefit/Cost Variance |  |  |  |  |  |  |
| VA4 | Cumulative Net Benefits |  |  |  |  |  |  |

Table : Financial Analysis: Constituents

# Glossary

Define all terms and acronyms required to interpret the Business Case properly.

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# Revision History

Identify changes to the Business Case.

| **Version** | **Date** | **Name** | **Description** |
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# Appendix