



# Making your case Business Case Development

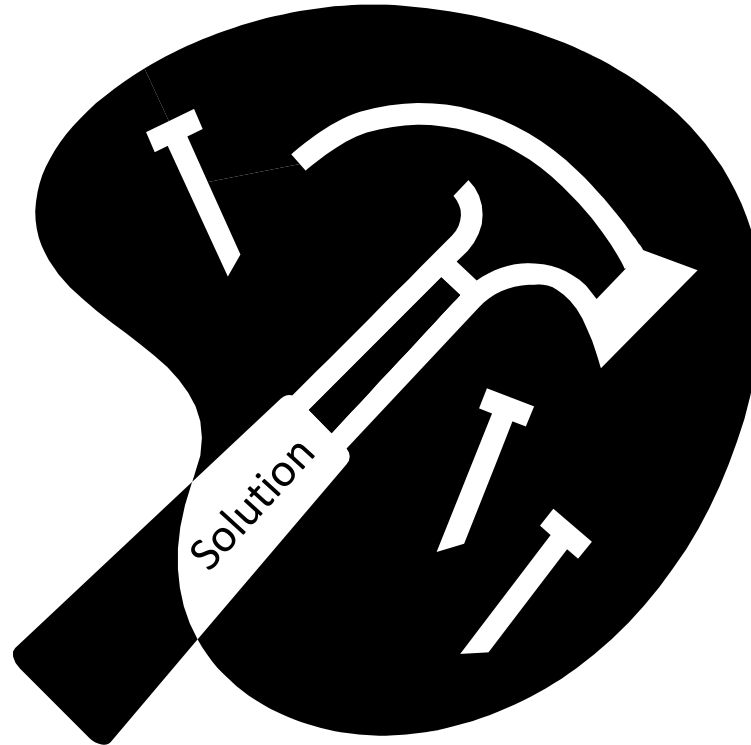
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September 9, 2008





# Hammer / Nail



Only about a third of the companies surveyed track project outcomes; in some cases the desired outcomes were never identified. Desired outcomes are a result of defining the problem or opportunity first. “We only developed a single solution; which may be just like a hammer looking for a nail.”



# Overview

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- Why develop a business case for change?
  - Common Business Case problems
  - Where would this be used in the PLC?
  - Business case accuracy
  - Who should be involved?
  - What does one look like?
  - Wrap up
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# Why develop a Business Case?

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- Clarify the business problem / opportunity value
  - Seek multiple solutions
  - Allows stakeholders to assess their impacts
  - Allows consistent governance
  - SAVES TIME of all involved
  - Allows a choice among alternatives
  - It begins to define project scope
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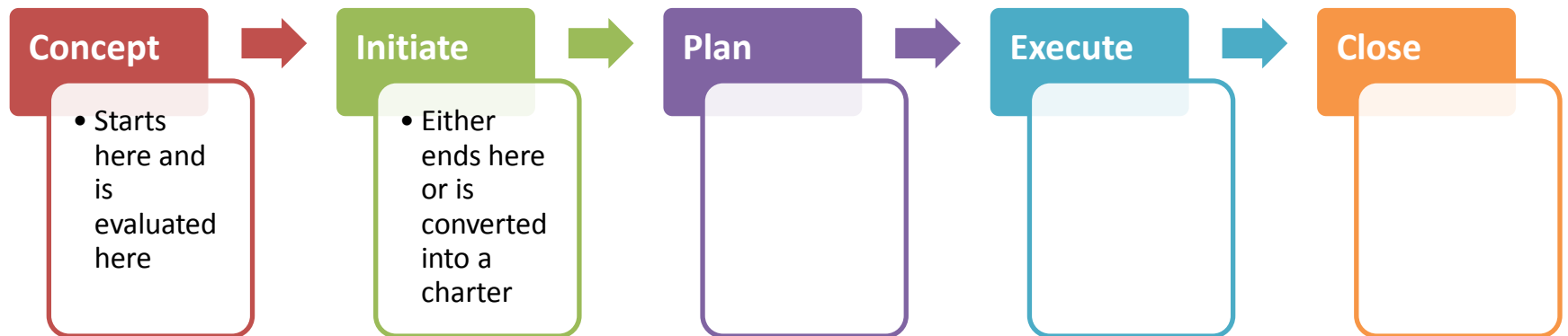
# Common Business Case Problems

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- Waste of time?
    - We know the solution
    - Everyone knows what we are talking about
    - The project has no ROI
    - MBSS, MCSS
    - We don't know enough
  - We don't know how - to state a problem or the value of solving it
  - No one uses the information
  - It is hard to predict the benefits
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# Where should this be used in the Project Life Cycle (PLC)?





# Business Case 1,2,3

## Problem / Opportunity

- State Problem / Opportunity
- Determine the desired outcome/ metrics
- Determine constraints

## Solution detail

- Cost
- Resources
- Impacts

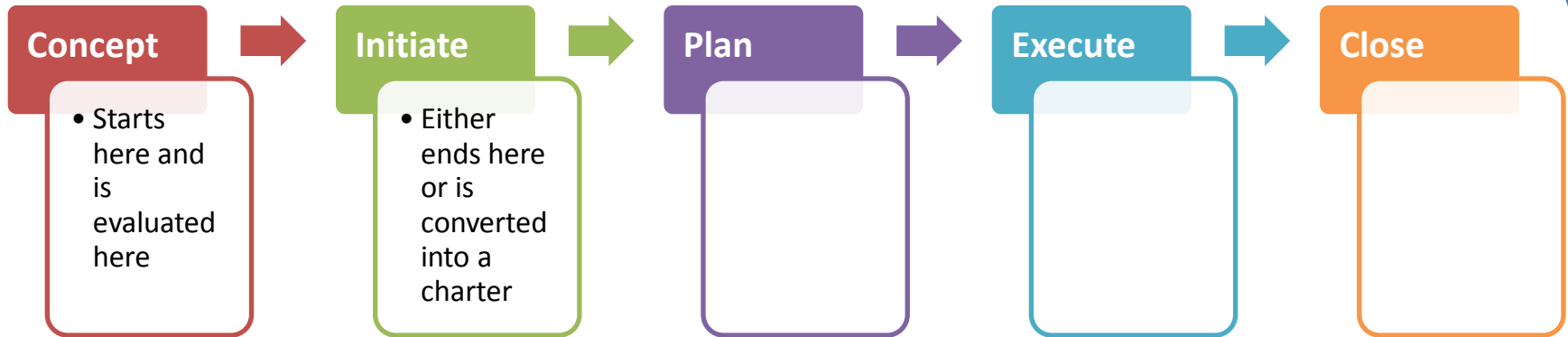
## Recommendation

- Choose amongst alternatives
- Recommend best solutions and rationale
- Seek approval to proceed



# Business Case Accuracy

The only time we know the costs of the project



+ 1000%  
- 100%

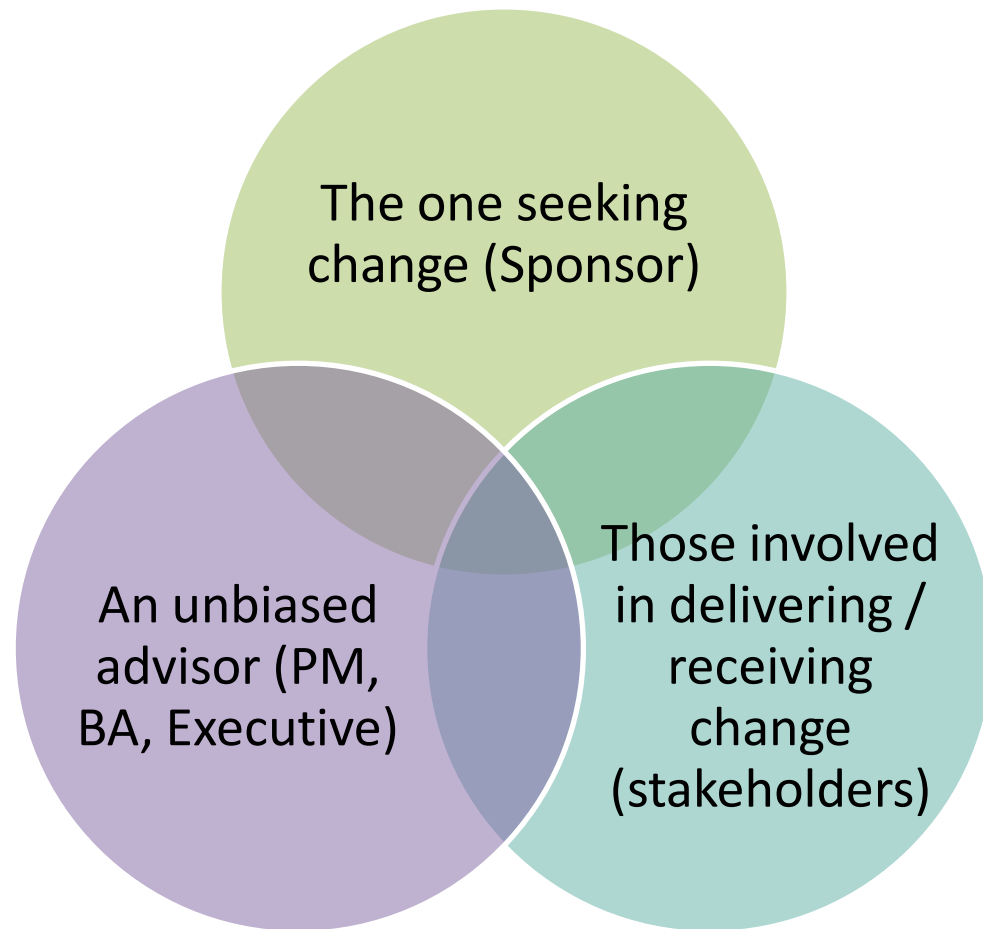
+75%  
-25%

-+ 10%

We need to consider the level of accuracy needed to determine the amount of work necessary in a business case



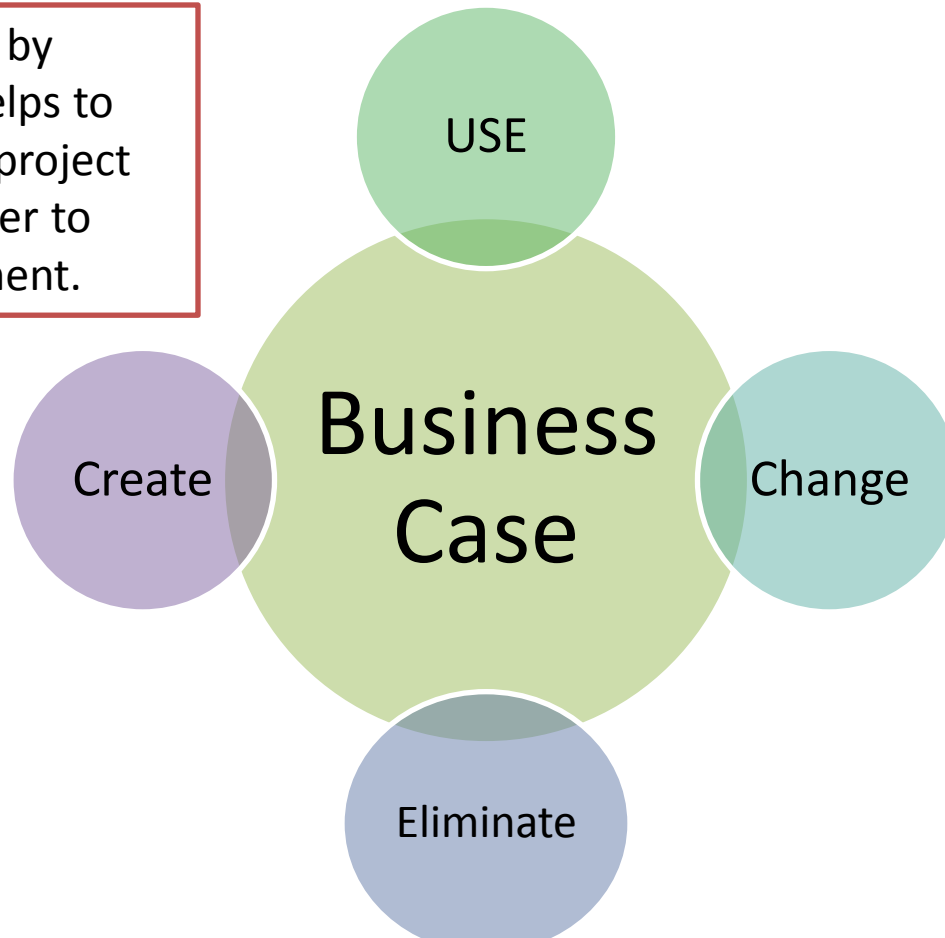
# Who should be involved?





# What kind of change?

Knowing this answer by stakeholder group helps to identify the risk of a project and allows stakeholder to assess their involvement.



In some cases we are using the processes we already have. In others we are changing, creating or eliminating them. When behavior changes are necessary, it will add risk to a project.



# What does one look like?

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- Problem / Opportunity Statement
  - Constraints
  - Benefits
  - Alignment (what strategy does this support)
  - Impacts (who will be impacted)
  - Roles (owner, stakeholders, unbiased advisor)
  - Scope
  - Recommendation (when more than one solution)
  - Solution cost, risk, duration
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# Wrap up

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- Avoid being the nail (problem/opportunity first)
  - Seek multiple solutions for the problem
  - Know who owns the results (sponsor)
  - Know who is impacted by the change, and their availability (stakeholders)
  - Do not oversell the claim or the accuracy
  - Understand if you are using, changing, adding, or deleting company services, and the impact to the risk of the effort.
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# Contact US



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All questions, comments, improvement ideas or requests for additional information can be directed to:

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