

## Writing Effective Business Cases

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### Course Summary

#### Description

Learn the steps to effective business case development and support your strategic business recommendations with sound budgeting and financial back-up. The one course you need to make high-impact recommendations and receive full management support for your ideas.

Students will be provided a deep exploration of how to perform pre-project activities necessary to develop a well-structured business case. The course begins by providing students an understanding of the business analyst's role in pre-project activities. Techniques are provided to support the business analyst in analyzing the current state business environment, identifying the current business problem (or opportunity) and creating a 'situation statement' to communicate to decision makers why a change is required in the business. Students then explore how to go about determining a desired future state and identifying the needed changes and capabilities that will support the enterprise in achieving the business need. A thorough exploration of the business case is presented, including feasibility analysis and the various areas of a solution option the business analyst must explore in order to build a convincing business case. Students learn the components of a well-structured business case and walk away understanding how to logically present a business case and obtain buy-in. Techniques are also discussed to help prepare a business analyst for the challenges that often are presented when delivering business cases to management.

Note: This course is compliant with IIBA's Business Analysis Body of Knowledge (BABOK® Guide) version 3 standard in business analysis and is aligned with and upholds the practices as discussed in PMI's Business Analysis for Practitioners: A Practice Guide.

#### Objectives

At the end of this course, students will be able to:

- Understand the role of the business analyst within the business case process.
- Understand the main professional associations and standards that support business analysts in the industry.
- Discuss the benefits of business case creation.
- Explore how to define the business need.
- Describe the role of the business analyst in supporting the enterprise to determine how to optimally invest in the right project initiatives.
- Explain how to identify stakeholders and the significance to the pre-project activities.
- Discuss the importance of analyzing the enterprise.
- Describe and explore the activities performed to assess the current business environment.
- Explain how a business analyst describes a 'future' state environment including how to identify gaps in enterprise capabilities.
- Present and explore how to define the scope of a solution.
- Describe the activities performed and techniques used to determine viable solution options.
- Explore various techniques for evaluating solution options including feasibility and risk analysis.
- Thoroughly understand the purpose of conducting a feasibility assessment
- Discuss and practice a number of business analysis techniques that support the business case process.
- Explore the components of a business case.
- Describe how the business case supports decision makers in making go/no-go decisions.
- Demonstrate how to assemble the output from pre-project activities into a well-structured business case.
- Present techniques for presenting business cases to top level managers and obtaining buy-in
- Discuss methods for preparing for challenges during business case delivery.

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### Course Summary (cont'd)

#### Topics

- Introduction
- Pre-Project Activities & the Business Analyst
- The Needs Assessment Process
- Determining the Required Capabilities & Defining Solution Scope
- Assessing Feasibility & Proposing Solution Options
- Packaging & Presenting the Business Case
- Course Wrap Up

#### Audience

This course is intended for intermediate business and requirements analysts who are looking to improve their business case development and presentation skills. This course is also a great fit for project managers and product owners who work closely with business analysts or who perform some form of business case work themselves.

#### Prerequisites

This course suitable for both novices and experienced people who need to develop and justify the business case. It is recommended that participants complete the BA01 – Business Analysis Essentials course prior to enrolling.

#### Duration

Two days

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### Course Outline

#### I. Introduction

- A. Module Learning Objectives
- B. What is Business Analysis
- C. Polling Question
- D. International Institute of Business Analysis
- E. BABOK® Guide Components
- F. Project Management Institute
- G. Business Analysis for Practitioners: A Practice Guide
- H. BABOK® Guide Knowledge Areas
- I. Benefits of Business Analysis
- J. Polling Question
- K. A Business Analyst can Influence Project Success Factors
- L. Challenges of Business Analysis
- M. Polling Question
- N. Purpose of a Business Case
- O. Exercise 1a: What Should a Business Case Include
- P. Define the Business Case Elements
- Q. What to Look Out For
- R. Who is Involved
- S. Exercise 1b: Review Business Case Outline
- T. Module Learning Objectives

#### II. Pre-Project Activities & the Business Analyst

- A. Module Learning Objectives
- B. The Definition of a Business Analyst
- C. The Role of a Business Analyst
- D. Responsibilities of a BA
- E. BA Role vs. PM Role
- F. Business Analysis vs. Systems Analysis
- G. Business Analysis Competencies
- H. Polling Question
- I. Business Analyst Role and Stakeholders
- J. Exercise 2a: Review the Case Study
- K. What is a Stakeholder?
- L. The Importance of Stakeholders
- M. Stakeholder Identification
- N. Tips for Identifying Stakeholders
- O. Other Stakeholder Tips
- P. Stakeholder Identification/Analysis
- Q. Exercise 2b: Identify Roles and Responsibilities
- R. Stakeholder Map
- S. Stakeholder Matrix & Onion Diagrams
- T. A Stakeholder Map
- U. Onion Diagram
- V. Exercise 2c: Why do we Need to Understand the Enterprise?

- W. Why Study the Enterprise?
- X. What is Enterprise Architecture?
- Y. What is Strategy Analysis?
- Z. About Strategy Analysis
- AA. Purpose of Strategy Analysis
- BB. When to Perform Strategy Analysis
- CC. Strategic Planning
- DD. Module Summary

#### III. The Needs Assessment Process

- A. Module Learning Objectives
- B. Business Need Defined
- C. Define Business Need
- D. The Needs Assessment Process
- E. Problem or Opportunity
- F. Exercise 3a: Problem/Opportunity Identification
- G. Understanding Why
- H. Situation Statements
- I. Business Need and Current State
- J. Determine the Stakeholders
- K. Polling Question
- L. Goals and Objectives
- M. Polling Question
- N. Exercise 3b: Give 3 Examples of Business Goals
- O. Define Business Need Techniques
- P. Exercise 3c: Identify the Business Need
- Q. Definition of Strategy Analysis
- R. When Business Strategy is not Driving Project Definition
- S. Typical Project Profile
- T. The Executive Paradox
- U. Solution to the Paradox
- V. Exercise 3d: Describe 3 Outcomes You Would Expect from the Case Study
- W. The Four "Ares"
- X. Understand How to Create a Business Model
- Y. Business Model Example
- Z. Exercise 3e: Create a Business Model
- AA. The Business Case Approach
- BB. Financial and Strategic Measurement Tools
- CC. Module Summary

#### IV. Determining the Required Capabilities & Defining Solution Scope

- A. Module Learning Objectives
- B. Business Need and Current State
- C. Purpose of Analyzing the Current State

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### Course Outline (cont'd)

- D. Analyzing Current Capabilities and Process
  - E. Capabilities Defined
  - F. Techniques for Analyzing the Current State
  - G. Define the Future State
  - H. Define the Future State
  - I. Techniques for Defining the Future State
  - J. Assess Capability Gaps
  - K. Stakeholders Involved when Reviewing Capability Gaps
  - L. Discussion: Assessing New Capabilities
  - M. Defining Solution Scope
  - N. Determining Scope Boundary
  - O. How to Define Solution Scope
  - P. Defining Solution Scope
  - Q. Project Scope and Product Scope
  - R. Scope Modeling
  - S. Techniques Used to Define Scope
  - T. Define Scope Boundaries
  - U. Modeling Scope: Context Diagram
  - V. Exercise 4a: Create a Context Diagram from the Case Study
  - W. Communicating Solution Scope to Stakeholders
  - X. Stakeholders Participating in Scope Activities
  - Y. Exercise 4b: Discuss Managing Expectations
  - Z. Module Summary
- V. Assessing Feasibility & Proposing Solution Options**
- A. Module Learning Objectives
  - B. Financial Analysis
  - C. Purpose of Financial Analysis
  - D. Costs versus Benefits
  - E. Financial Models
  - F. Timing for Assessing Financial Benefits
  - G. Afternoon
  - H. Risk
  - I. Assessing Risks
  - J. Risk Process
  - K. Exercise 5a: Identifying Risks
  - L. Risk Analysis
  - M. Capturing and Categorizing Risks
  - N. Risk Strategies
  - O. Tolerance for Risk
  - P. Determining Solution Options
  - Q. Solution Option Process
  - R. Determining and Analyzing Solution Options
  - S. Brainstorming
  - T. Conducting an Outcomes Focused Brainstorming Session
  - U. Stakeholders Involved in Determining Solution Options
  - V. Exercise 5b: Determining Solution Options
  - W. Feasibility Analysis
  - X. Discussion: Ranking Solution Options
  - Y. Discussion: Recommending the Most Viable Option
  - Z. Exercise 5c: Assess the Most Viable Options
  - AA. Solution Approach Definition
  - BB. Exercise 5d: Review the Business Case Templates
  - CC. Module Summary
- VI. Packaging & Presenting the Business Case**
- A. Module Learning Objectives
  - B. Circumventing a Business Case
  - C. Documenting the Business Case
  - D. Value of the Business Case Process
  - E. Business Case Components
  - F. Business Case Techniques
  - G. Build a Convincing Business Case
  - H. Discussion: Identifying Decision Criteria
  - I. Exercise 6a: Supporting a Go/No Go Decision
  - J. Packaging the Business Case
  - K. Planning Business Case Delivery
  - L. Discussion: Planning Stakeholder Buy-in
  - M. Information and Communication Needs in the Business Case Process
  - N. Presenting your Business Case
  - O. Exercise 6b: Anticipating and Responding to Challenges
  - P. Module Summary
- VII. Course Wrap Up**
- A. Course Summary
  - B. Questions
  - C. Additional Resources
  - D. Thank You
  - E. APPENDIX A
  - F. Templates