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**Business Case Template – Project with Multiple Options**  
Rev. 1.1, August 2014

**Sample: For Evaluation Only**


## Business Case Template

Project Name:	
Project Sponsor:	
Author: 	
Prepared for: 	
Submission Date: 	

**Comment [.1]:** Name and position of the person responsible for writing this Business Case.

**Comment [.2]:** Names of the individual(s) and or group(s) for whom this Business Case was prepared.

**Comment [.3]:** Date that the Business Case was submitted for review. Use the format MM/DD/YYYY

Document History			
Version	Date	Author 	Reason for Change
1.0			

**Comment [.4]:** Name of the person who modified the content.

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**First 7 of 22 pages provided for your review**

**For the complete template, see [www.cvr-it.com](http://www.cvr-it.com)**




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### How to use this Business Case template

This template consists of four parts:

**Part 1: Project Overview.** This section of the template provides a general description of the project. The Business Case author is asked to provide background information, a problem (or opportunity) statement, and a list of project approaches that have been considered.


**Part 2: Recommended Solution.** This section of the template provides a detailed description of the recommended project approach. The Business Case author is asked to provide detailed information about project value, cost, timing, risk, stakeholders and other important data.

**Part 3: Alternatives Analysis.** This section provides a link to the document that contains a detailed analysis of all project options that have been considered. It also presents a summary of the weighted scoring data that led to selection of the recommended project approach.

**Part 4: Funding Action.** Management can use this signature block to indicate their decision about this project.

It must be understood that numeric estimates of value, cost and time presented in this Business Case are very likely at an ORDER OF MAGNITUDE level (i.e. +/- 50 to 70%). More precise estimates will not be available until project planning is completed, which can only happen after the project has been approved and funded. Estimates provided in this document should NOT be used to establish project baselines for cost or time, except where there are legitimate constraints that cannot be avoided. Project baselines should be established in funded projects late in the Planning phase, when project scope has been firmly established and there is confidence in the underlying data.

This Business Case template is designed to consolidate and display the results of analyses that are carried out using a companion analytical tool, *SWAG-Meister*, which can be used for estimation of project and post-project cost. A second tool, the *Business Case Alternatives Analysis Tool*, may be used to perform weighted scoring as a means of comparing project approaches. In addition, a Financial Analysis Worksheet that can be used for Net Present Value calculations is provided in the Appendix to this template.

- Extensive inline help is provided in this template. Mouse over the  symbol to see it. **Note: In this sample document help text is shown to the right as Comments**
- In order to check or uncheck a checkbox , double click the box, select Default = Checked or Not Checked, click OK
- *<Italic text within angle brackets is instructional and should be removed from the final document.>*

**Comment [.5]:** Congratulations! You have found inline help.

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## Executive Summary

**Problem/Opportunity Statement**

**Description of the Project**

**Project Value**

**Project Cost**

**Project Timing**

**Project Risk**

**Recommendations**

**Comment [.6]:** The Executive Summary must make a brief but credible argument on behalf of the sponsor of the proposed project. It must explain clearly:

- The nature of the problem or opportunity of concern
  - How the project will provide value, and the nature and estimated amount of that value
  - A high level estimate of near- and long-term cost
  - A description of project timing and risk
  - A recommendation on how to proceed
- An Executive Summary of one page can be sufficient.

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## 1. Project Overview

The following is a general description of the proposed project. Detailed information about the recommended approach to this project may be found in Part 2 of this document.

**Comment [.7]:** This section of the Business Case provides a general description of the proposed project that is relatively independent of any particular project approach. Details about the recommended approach can be found in Part 2.

<b>1.1 Project Overview and Background</b>	
<b>1.1.1 Problem/Opportunity Statement:</b> Describe the business problem or opportunity that is driving this project.  <b>Optional:</b> Provide details about the problem or opportunity in <b>Addendum A</b> .	
<b>1.1.2 Background:</b> What is the history that led up to this problem/opportunity?	
<b>1.1.3 Project Purpose:</b> In general terms, explain what this project will deliver and the value that it will provide. 	
<b>1.1.4 Project Dependency:</b> Is there any dependency between this project and other projects? 	
<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>	If Yes, describe the nature of the dependency.
<b>1.1.5 Priority:</b> What is the priority of this project for the Project Sponsor?	
<input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low	
<b>Has this project been mandated?</b> 	
<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>	If Yes, who is the source of the mandate?
<b>Completion Date:</b> Is there a specific date by which the project must be completed?	
<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/>	If Yes, enter the date below. What is the source of this constraint? Is it unavoidable? Explain. 
<b>When would the Sponsor prefer to begin this project?</b>	

**Comment [.8]:** What is driving the need for this project? Describe this in such a way that the need for action is clear.

**Comment [.9]:** For example, if replacing an old financial system, explain that the project will deliver a new system and training for staff. Also describe the value that the organization will obtain from the new system. Make this an overview. Details about Business Value expected from the project will be described in a later section.

**Comment [.10]:** Will this project be dependent on the outputs of other projects, or on work done elsewhere over which the project manager will have no control? Do other projects depend on the completion of this project?

**Comment [.11]:** A project is mandated if it must be done due to requirement of law, regulation, executive edict, etc.

**Comment [.12]:** Arbitrary completion date constraints add risk to the project. If at all possible they should be avoided.

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1.1 Project Overview and Background		
<input type="checkbox"/> Immediately	<input type="checkbox"/> Within 3 months	<input type="checkbox"/> Within the next year
Explain why it is necessary to work on this problem in the time frame proposed.		
Cost of inaction: What would happen if we did nothing? Or waited? Describe the costs of inaction, both monetary and intangible.		
1.1.6 Stakeholders: Who are the primary stakeholders in this project?		
Stakeholder/group	Role in project	Reason they are important
Known support.		
Known opposition.		
1.1.7 Project Governance: Who will make decisions about this project?		
1.1.8 Project Risk Assessment: List any known, important threats to this project that are independent of any specific project approach.		
Risk Description	Risk Response	

**Comment [.13]:** Key stakeholders are those individuals whose participation, collaboration or political support is necessary for project success AND who are highly influential in the organization.

**Comment [.14]:** For each stakeholder, indicate why they are important to the project.

**Comment [.15]:** Are there individuals who are known to support this project?

**Comment [.16]:** Are there individuals who are known to oppose this project?

**Comment [.17]:** Describe planned project oversight, e.g. the role of the following: Sponsor, Executive Committee, PMO/PMCOE, Portfolio Management Office, etc.

**Comment [.18]:** Consider threats to project delivery that are independent of any specific project approach (e.g. possibility of new federal regulations). Also consider threats to realization of Business Value, i.e. Tactical impact and ROI. Important threats are those with high impact (could jeopardize project success) and high probability (>75% chance of happening).

**Comment [.19]:** Word each Risk Description as follows: If X happens then Y could result, and that could cause impact Z on the project. Example: This project will span two fiscal years. If budget is not provided in the second year there would not be sufficient funds to complete it and the project could be cancelled.


**Comment [.20]:** Risk Responses can be proactive (e.g. take action before the risk event happens) or reactive (e.g. contingency response to a risk event that has occurred). Proactive responses are more valuable as they can prevent or reduce project delay and cost overage that otherwise would occur due to issues.

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1.1 Project Overview and Background	
1.1.9 List of Project Approaches: Briefly describe the approaches available to this project. 	
Approach (* = Recommended)	Description
Do Nothing	Take no action. No project required.
* <Put Recommended Approach here>	
Next approach	
Next approach	

**Comment [.21]:** Provide more detailed information on each alternative in Part 2. The first approach, Do Nothing, is provided. Put the recommended approach in the second row and use an asterisk to indicate it.