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| Description: Approved shield 25mm | | BPM Community  BPM Business Case template | | |
| **Author** |  | | **Date** |  | |
| **Company** |  | | **SBU** |  | |
| **Issued to** |  | | **Version** |  | |

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| **Purpose of guideline/template** |
| Purpose of template: This template provides guidance on how to produce a business case for a major **BPM Implementation or upgrade**. BPM implementations typically require a significant investment of resource and the benefits are often largely intangible in the form of improved decision making. Without a sound business case, it is unlikely that sufficient investment resource will be made available and generally it is not an activity that can be satisfactorily delivered as a “business as usual” activity. The template can be used as a standalone document or can be used to supplement business case guidelines which may already exist in your organisation. |

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| **Overview of template** |
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| Executive Summary |
| Executive Summary [Use this section to: provide general information on current business performance management (BPM) processes, if any, in your organization; their issues, inadequacies and problems, and the proposed BPM processes to address these issues.]  Guidance: The business issues to be addressed will normally be that different areas of the organization are not totally aligned in the pursuit of a common strategy, with BPM being an umbrella term for a set of processes and tools designed to unify the organization in pursuit of this common strategy.  Usually, this section is completed last after all other sections of the business case have been written. This is because the executive summary is exactly that, a summary of the detail that is provided in subsequent sections of the document. Issue [Use this section to: briefly describe the business problem that the proposed project will address.]  Guidance: This section should not describe how the problem will be addressed; only what the problem is. Historical context of the problem is good for explaining how the problem has developed.  For BPM the overarching issue is that different areas of the organization are not fully aligned in pursuit of a common strategy. This is often linked to a breakdown in communication of strategy.  The BPM community website www.icaew.com/bpm includes a diagnostic tool which is a useful device for identifying current BPM status, desired position and hence a gap analysis to support the issue section. Anticipated Outcomes [Use this section to: describe the anticipated outcome if the proposed project or initiative is implemented. It should include how the project will benefit the business and describe what the end state of the project should be.]  Guidance: BPM outcomes are focused around better decision making and alignment of effort, which can show itself in improved margin or productivity, or reduced waste and rework. There are also reduced management costs through rationalizing MI production and analysis. Recommendation [Use this section to: summarise the proposed approach to address the business problem as identified in 1.1. It requires a brief overview of the BPM tools and processes to be implemented. Additionally it will outline the timescales and impact from the project as a very high level. Justification [Use this section to: justify the use of the BPM methodology and why it was selected over any alternatives and also justifies the use of specific BPM tools and processes. Where applicable, quantitative support should be provided and the impact of not implementing the project should also be stated, for example, stating the estimated improvement in workforce productivity as a result of BPM implementation.] |

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| BPM Stakeholders |
| BPM Stakeholders [Use this section and the table below to: describe the roles of stakeholders. The project team itself is not considered a stakeholder but their responsibilities are typically outlined in the governance section of the business requirements document (an additional business requirements template is also available on www.icaew.com/bpm.]  Guidance: It is imperative that participants are named and roles are clearly defined for the business case stage, as well as throughout the life of the project.  The likely stakeholder groups are:   |  |  | | --- | --- | | Stakeholder Group | Role | | Chief Executive | * Champions need for step change * Provides visible sponsorship * Uses BPM as key tool. | | Other executives | * Champions need for step change * Provides visible sponsorship * Uses BPM as key tool. | | IT groups | * May be responsible for business intelligence but will also be concerned with data availability, definition, control and accessibility as well as concerned re software and hardware needs. | | Data providers | * BPM projects need raw data and without support it may not be provided. | | Performance commentators | * Data needs to be interpreted and often the commentators are a separate group from the data providers. | | Divisional or business unit heads | * Will want consistency between their own reporting and any consolidated reporting. | | Head office departments | * Often have interest in ensuring common data definitions, accounting methodologies and software choices. | |
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| Problem Definition |
| Problem DefinitionProblem Statement [Use this section to: describe the problems that BPM seeks to address and the consequences of these issues. For example, that different parts of the organization are not fully aligned with a common strategy, and that this is resulting in reduced workforce efficiency or ineffective prioritization.] This section gives more detail about the issues outlined in 1.1 in the executive summary - expanded sufficiently to allow the reader to understand the urgency of the problem and appreciate how solving it is key to organisational success.  Guidance: This section should not include any discussion related to the solution. Organizational Impact [Use this section to: describe how BPM will modify or affect the organizational processes, tools, hardware, and/or software.  It should also explain any new roles which would be created or how existing roles may change as a result of the project. These are likely to include the roles of Management Information (MI) production and analysis, identification, communication and assessment of Key Performance Indicators (KPIs) and Critical Success factors (CSFs) in support of wider corporate strategy and management of the BPM system.] Technology Migration [Use this section to: provide a high-level overview of how the new technology will be implemented and how data from existing technology will be migrated. This section should also explain any outstanding technical requirements and obstacles which need to be addressed.] |

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| Project Overview |
| Project Overview [Use this section to: describe high-level information about the project to include a description, goals and objectives, performance criteria, assumptions, constraints, and milestones.]  Guidance: This section consolidates all project-specific information into one chapter and allows for an easy understanding of the project since the baseline business problem, impacts, and recommendations have already been established. Project Description [Use this section to: describe the BPM methods/tools to be used. This includes what the project will consist of, a general description of how it will be executed, and the purpose of it.] Goals and Objectives [Use this section, and the table below, to: list the business goals and objectives which are supported by the project and how the project will address them.]   |  |  | | --- | --- | | Business Goal/Objective | Description | |  |  | |  |  | |  |  |  Project Performance [Use this section, and the table below, to: describe the measures that will be used to gauge the project’s performance and outcomes as they relate to key resources, processes, or services.]   |  |  | | --- | --- | | Key Resource/Process/Service | Performance Measure | |  |  | |  |  | |  |  | |  |  |  Project Assumptions [Use this section to: list the preliminary assumptions for the proposed project.]  Guidance: As the project is selected and moves into detailed project planning, the list of assumptions will most likely grow as the project plan is developed. However, for the business case there should be at least a preliminary list from which to build. Project Constraints [Use this section to: list the preliminary constraints for the proposed project.]  Guidance: As the project is selected and moves into detailed project planning, the list of constraints will most likely grow as the project plan is developed. However, for the business case there should be at least a preliminary list from which to build. Project Risk Areas [Use this section to: list areas of risk for implementation of the BPM project, such as adequate support from champions, absence or management of blockers and prioritization over other projects and activities.]  Guidance: The BPM website [www.icaew.com/bpm](http://www.icaew.com/bpm) includes an article on success criteria for Balanced Scorecard as well as a Special report on Balanced Scorecard. Both of these cover the success criteria and recommend that the risk section explicitly addresses these. Major Project Milestones [Use this section, and the table below, to: list the major project milestones and their target completion dates.]  Guidance: Since this is the business case, these milestones and target dates are general and in no way final. It is important to note that as the project planning moves forward, a revised set of milestones will be produced and locked down, but at this stage of the project it is not realistic to expect firm milestones and estimates.   |  |  | | --- | --- | | Milestones/Deliverables | Target Date | |  |  | |  |  | |  |  | |  |  | |  |  | |  |  | |  |  | |  |  | |

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| Cost Benefit Analysis |
| Cost Benefit Analysis [Use this section, and the tables below, to quantify the financial benefits of the project as much as possible. This is usually done in the form of a cost benefit analysis. The purpose of this is to illustrate the costs of the project and compare them with the benefits and savings to determine if the project is worth pursuing.]  Guidance: Many consider this one of the most important parts of a business case as it is often the costs or savings a project yields which win final approval to go forward. Intangible Benefits  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Action | Action Type | Description | | First year costs (- indicates anticipated savings) | | Improved decision-making | Intangible benefit |  | |  | | Alignment of effort to corporate strategy | **Intangible benefit** |  |  | |  Tangible Benefits  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Action | Action  Type | Description | | First year costs (- indicates anticipated savings) | | Reduced MI production and analysis costs | Savings |  | |  | | Improved margin | Savings |  | |  | | Improved productivity | Savings |  | |  | | Reduced waste | Savings | |  |  |  Costs  |  |  |  |  |  | | --- | --- | --- | --- | --- | | Action | Action Type | Description | | First First year costs (- indicates anticipated savings) | | Implementation of BPM | Cost |  | |  | | Net First Year Savings |  | |  |  | |

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| Options Analysis |
| Options Analysis [Use this section, and the table below, to provide a brief summary of options considered —one of which should be the status quo, or doing nothing. The reasons for not selecting the options should also be included.]  Guidance: All business problems may be addressed by any number of different projects. While the business case is the result of having selected one such option, a brief summary of considered options should also be included   |  |  | | --- | --- | | No Project (Status Quo) | Reasons For Not Selecting Option | |  |  | | Alternative Option | Reasons For Not Selecting Option | |  |  | | Alternative Option | Reasons For Not Selecting Option | |  |  | |

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| Approvals |
| Approvals Guidance: The business case is a document with which approval is granted or denied to move forward with the creation of a project. Therefore, the document should receive approval or disapproval from its executive review board   |  |  |  |  | | --- | --- | --- | --- | | Approver Name | Title | Signature | Date | |  |  |  |  | |  |  |  |  | |

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