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Introduction

How do you go forth to present a new digital experience proposition to your board of directors or other senior stakeholders? The best bet is a business case.

With our checklist, we aim to guide you through all the steps in delivering a rock solid business case, with all the important aspects included.

So, go ahead and use the Digital Project Business Case Checklist for all it's worth.

Good luck!



Siw Grinaker
Community Manager, Enonic



What a business case is (and what it is not)

A business case is	A business case is not
<ul style="list-style-type: none">• A short, essential document• Purposeful• Supporting business needs• Overview of pros and cons• Capturing both quantifiable and non-quantifiable characteristics of a proposed project	<ul style="list-style-type: none">• A lengthy treatise• Dreamy stream-of-consciousness• Supporting “cool” stuff• Solely focusing on positives or negatives• Only capturing quantifiable or non-quantifiable characteristics

The essential structure of a business case

The exact structure of a business case depends on the needs of you and your organisation. Check each section that fulfils a purpose for your organisation, and exclude the ones that don't qualify.

- Executive summary**
Provide an essential overview of the issues you want to address, what goal you want to reach, what benefits your organisation can expect, and what specific actions will be performed.
- Situation**
Describe your current context, what challenges and opportunities it creates, what impact this has on your organisation.
- Benefits and limitations**
Present both financial and non-financial benefits of the proposal for your organisation, as well as any potential and actual limitations.
- Proposed solutions**
Identify potential solutions—i.e. CMSs or digital experience platforms—to your challenges, and provide substantial details for your stakeholders with a range of possible options.
- Impacts**
List what stakeholders and processes will be impacted by the solution, as well as detailing side-effects.
- Outline plan**
Document the implementation approach, timeline, and required resources—all in logical stages.

- Market assessment**
Consider political, economic, sociological, technological, and legal factors in your industry, in order to demonstrate a thorough understanding of your key market.
- Governance**
Clarify project ownership, project leadership and management, as well as budget, oversight process, and reporting.
- Financial analysis**
Outline the forecasted costs and benefits, both total and spend profile over time—together with ROI and NPV.
- Risks assessment**
A more in-depth consideration of risks and limitations, where you can summarise all significant risks and opportunities, and how they will be managed.



Executive summary

- Issues you want to address
- Main idea of solution to address issues
- General benefits
- How to achieve this:
 - Milestones
 - Resources
 - Governance
 - Risks
 - Proof of reasonable chance of success

Situation

- Outline current situation
- Describe challenges and opportunities
- Impact on your organisation
 - Costs
 - Delays
 - Quality
 - Customer relationship
 - Revenue

Benefits and limitations

Benefits of proposal

- Save cost through efficiency
 - Improve long term quality
 - Help generate more revenue
 - Keep your organisation competitive
 - Increase working capital
 - Align to your organisation's purpose and strategy
 - Improve customer service
-
- How will benefits be realised?
 - Who is responsible for realising the benefits?

Limitations of proposal

- Calculate cost vs. worst case scenario
 - Review missing skill sets
 - Estimate project duration
 - Estimate required technical resources
-
- How will limitations be addressed?
 - Who is responsible for addressing the limitations?

Proposed solutions

- Include 3–5 proposed solutions
- Describe each solution in essentials
 - What do they do
 - How do they do it
- List strengths
- List weaknesses
- Suggest course of action:
 - Do nothing
 - Assess
 - Request for proposal
 - Proof of concept
 - Benchmarking

Impacts

- Who will be impacted by the solution?
- What processes will be affected?
- Are there any side-effects?
 - Manageable
 - Need further investigation

Outline plan

- General approach
- Timelines
 - Plan
 - Milestones
- Resources
 - Financial
 - Human
 - Special equipment
 - Total
 - Profile over time

Stages

- Preliminary
- Working
- Evaluation
- Reiteration
- Prod-set

Questions

- What is required?
- How is it done?
- Who does what?
- When will things happen?

Market assessment

Assess the following factors:

- Political
- Economic
- Sociological
- Technological
- Legal

Governance

- Project owner
- Project board members
- Project manager
- Compliance with wider governance and reporting in organisation
- Budget responsibility
- General oversight responsibility
- Process oversight responsibility
- Reporting responsibility

Financial analysis

- Forecasted costs
 - Total
 - Spend profile over time
- Benefits
 - Total
 - Profile over time
- Return on investment
- Net present value
- Payback calculations

Special issues to consider:

- Capital expenditure vs. operational expenditure
- Project vs. operational costs
- Planning horizon
- Sensitivities
- Role of the financial department

Risk assessment

Risks

- Forecasted costs
- Total
- Spend profile over time

Opportunities

- Identify potential opportunities
- Potential consequences
- How to take advantage of opportunities?



CASE STUDY

How \$80BN financial services company KLP chose a digital platform for the future

KLP needed a platform that was faster, better, and more secure than their current solution.

[Download here](#)

