Business Case

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# Project Name:

# Background, Goals and Objectives

**Lead: PfMO Business Analyst (Harsh Vaghasiya)**

This section serves as the foundation of your business case. Begin by outlining the origin story of your idea, providing insights into the circumstances or observations that sparked its inception. Delve into the specific goals and objectives you aim to achieve with this initiative. Clearly articulate the business opportunity at hand and how your idea plans to leverage it. This narrative will set the stage for understanding the potential impact and value of your proposal.

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| \*note, this section has been provided in the Proposal stage. Copy that information here and highlight any additional information if needed. |

# Business Need/Problem Solved or Service/Product Offering

**Lead: PfMO Business Analyst (Harsh Vaghasiya)**

In this section, focus on the core of your initiative by identifying the specific business need or problem your proposal is designed to tackle. Detail how this need has emerged, its relevance in the current market, and the consequences of not addressing it. Alternatively, if your initiative introduces a new service or product, describe it thoroughly. Explain how this new offering aligns with or enhances your current portfolio, its unique features, and the value it brings to your customers. This section should clearly convey the rationale behind your initiative, demonstrating its necessity or the opportunity it presents for growth and innovation.

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| \*note, this section has been provided in the Proposal stage. Copy that information here and highlight any additional information if needed. |

# Anticipated Outcomes

**Lead: PfMO Business Analyst (Harsh Vaghasiya)**

This section is dedicated to outlining the expected results and benefits of your initiative. Paint a clear picture of what success will look like once your proposal is implemented. Discuss tangible outcomes such as increased revenue, cost savings, market expansion, or enhanced business processes. Also, consider intangible benefits like brand strengthening, employee engagement, or industry positioning. Be specific about how these outcomes align with the organization's broader goals and how they will be measured. This section should provide a compelling case for the initiative by showcasing the positive changes and improvements it promises to deliver.

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| \*note, this section has been provided in the Proposal stage. Copy that information here and highlight any additional information if needed. |

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# Assumptions/Constraints

**Lead: PfMO Business Analyst**

Most projects start out with at least some assumptions and constraints, even if it’s just in the minds of key stakeholders. It’s essential to identify these and bring them into the open before project planning begins in earnest. Keep watching for unspoken or untested assumptions or constraints throughout the project and bring them to the group for discussion. Without awareness and conscious discussion, these issues can undermine team decision making, sabotage planning and estimates, and generally wreak havoc on otherwise workable project plans.

Assumptions:

* A factor that is considered to be true, real or certain without requiring any proof or demonstration.
* Are used in project planning to define certain truths to proceed with planning the project.
* Are the expectations and predictions that a team assumes when they start a project.

Constraints:

* Are the general limitations that you need to account for during the project life cycle.

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| **Assumption/Constraint Title** | **Type** | **Original Date Identified**  The original date that the assumption or constraint was identified. This information facilitates aging out old items, and ensuring newer items are being monitored. | **Source**  **and Description**  Provide a clear, concise, jargon-free description of the assumption or constraint. Also record the source, which could be a person, a document, lessons learned from a prior project, a contract provision, etc. | **Confidence Level**  An assessment of the team’s confidence level in the truth of the assumption or constraint in percent form. | **Deliverable Association**  (To be determined at later stage) | **Status**  Tells the team which assumptions and constraints are appropriate for use in planning and estimating processes. | **Impact if False**  The team should consider what scope, schedule, budget, or other areas could be negatively (or positively) impacted if the assumption or constraint should prove to be incorrect. | **Assumption Type** | **Constraint Type** |
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# Stakeholders

**Lead: PfMO Business Analyst**

This pivotal section requires you to comprehensively identify and list all potential stakeholders related to your project. A stakeholder is defined as any individual, group, or entity that either influences or is influenced by the project. This encompasses a wide array of parties, ranging from internal team members and departments within your organization to external clients, vendors, and even the broader community. Provide a detailed overview of each stakeholder's role, interest, and potential impact on the project. This information is crucial for ensuring that all stakeholders are appropriately engaged and considered throughout the project's lifecycle. Adequate attention to stakeholder management is key to navigating challenges and facilitating smooth project progression, as it ensures that all voices are heard, and their needs are addressed.

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| **Stakeholder**  Name of the person or party impacted by the project. | **Representing**  High-level description of the group(s) represented by the stakeholder; internal or external resource. | **Role**  Role of the stakeholder throughout the project. | **Success Criteria**  Major stakeholder goals for the project | **Impact**  The relationship between the stakeholder’s level of power on the project and their level of interest**.** | **Strategies**  Potential strategies for obtaining support or reducing obstacles. | **Priority**  Priority compared to other project stakeholders.(1-5 scale) | **Notes**  Additional detail regarding stakeholder preferences, etc. |
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# Success Factors

**Lead: PfMO Business Analyst**

This essential section is where you detail the key elements required for the successful completion of your project. Start by identifying a set of specific success criteria, which will serve as milestones or benchmarks indicating the progress and eventual completion of the project. These criteria could range from achieving certain targets to meeting specific operational or strategic objectives. Define what a 'critical success factor' means in the context of your project, highlighting the aspects that are vital for achieving your goals.

Emphasize the importance of resource allocation in meeting these criteria, ensuring that the project team has the necessary tools, support, and focus to fulfill these key objectives. The clarity and precision with which you outline these success factors will not only guide the project team but also provide stakeholders with a clear understanding of what the project aims to achieve and how it will get there.

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| **Success Factor Title** | **Success Criteria**  The factors include aspects of WHAT the project is creating—for example, success factors for the product itself—as well as success factors relating to HOW the project is being managed. | **Confidence Level (%)** |
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# Operating Costs, Investment Analysis

**Lead: ITD Architecture (Glenn Grad)**

In this section, focus on detailing any current operating costs associated with operations as of today. These typically encompass maintenance and support costs, which can include expenses for labor, materials, support teams, software licensing fees, upgrades, and other relevant costs.

Begin by breaking down these costs into their respective categories, providing a clear and detailed description of each. For instance, outline the costs for maintenance, including what it entails and how often it will be required. Similarly, for support costs, detail the nature of the support (e.g., customer service, technical assistance), the team responsible, and the estimated expenses involved. Don't forget to include costs associated with software or technology, such as periodic licensing fees, upgrade costs, and any other recurring expenses that are essential for the solution's operation.

It's important to provide as accurate an estimation as possible of these costs, as they play a critical role in the overall financial assessment of the project. This information is crucial for calculating the Total Cost of Ownership (TCO) and feeds directly into important financial metrics like Return on Investment (ROI) and Payback Period. By thoroughly accounting for these operating costs, stakeholders can gain a comprehensive understanding of the financial implications of the initiative over its entire lifecycle, enabling more informed decision-making.

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| **Cost Name** | **Type** | **Description** | **Frequency**  Frequency of the cost amount | **Cost ($)**  The cost amount per the frequency selected |
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# Risks

**Lead: PfMO Business Analyst**

The focus of this section is on comprehensive risk management. Begin by ensuring that all potential risks associated with the project have been identified and thoroughly analyzed. This should encompass risks outlined in the initial proposal and any additional risks that have surfaced at this stage of planning. For each identified risk, conduct a detailed risk analysis that evaluates both the impact and probability of occurrence.

Once the risks are identified and analyzed, move on to developing and documenting robust risk mitigation strategies. These strategies should outline specific steps or measures to either reduce the likelihood of the risk occurring or minimize its impact if it does occur. Also, include an estimation of the costs associated with these identified risks and the proposed mitigation actions.

This section is crucial as it demonstrates a proactive approach to potential challenges, showing that the project team is not only aware of possible hurdles but also prepared with strategies to address them. This risk management process is vital for instilling confidence in stakeholders and ensuring that the project is well-equipped to handle uncertainties and challenges that may arise.

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| **Title** | **Owner**  *Owner needs to be an Individual not a group or Division.* | **Assigned To**  *Assigned To needs to be an Individual not a group or Division.* | **Status** | **Probability (%)**  *Enter a Numeric Value for Percentage not a rage.* | **Impact**  *The magnitude of impact should the risk happen.* | **Cost**  *The cost impact should the risk happen.* | **Description**  *The likely causes and consequences of the risk.* | **Mitigation Plan**  *The plans to mitigate the risk.* | **Contingency Plan**  *The fallback plans should the risk occur.* | **Trigger Description** | **Trigger**  *The condition that triggers the contingency plan* |
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# Benefit

**Lead: PfMO Portfolio Manager (Christine Taylor)**

This section is centered around articulating the anticipated business benefits of the initiative, a crucial aspect for justifying the investment and tracking its success post-implementation. Begin by detailing both the qualitative and quantitative benefits of the project. Qualitative benefits may include improved customer satisfaction, enhanced brand reputation, or increased employee morale. Quantitative benefits, on the other hand, are measurable outcomes such as cost savings, revenue growth, or efficiency improvements.

This comprehensive benefits list is vital for the Benefit Realization process, enabling the organization to track whether the project is delivering the anticipated value. This data will also feed into critical financial measurements such as Return on Investment (ROI) and Payback Period calculations. By clearly defining and assigning ownership for the measurement of these benefits, you ensure accountability and provide a clear path for assessing the project's success.

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| **Title** | **Benefits Type**  Is the benefit quantitative (directly measurable) or qualitative (quality)? | **Description**  A description of the benefit | **Frequency**  The frequency of realization of the benefit | **Dollar Benefit ($)**  The dollar amount of benefit for the frequency selected | **Existing Baseline**  What existing baseline will the benefit be measured against (Present State) | **Measurement Establishment**  How will the baseline measurement be established | **Measurement Owner**  Individual name of who will measure the benefit | **Measurement Date** |
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# Deliverables

**Lead: PfMO Business Analyst**

This section is dedicated to detailing the specific deliverables of the project, providing a clear blueprint of what is expected to be achieved. Deliverables clearly define the expectations of the Sponsor in concrete terms.  This clear direction allows the assigned team to clearly understand what they are tasked with delivering.  External deliverables are expressed in the terminology of the customer or end user.  To demonstrate this, all deliverables are expressed as a noun.  Supporting activities that achieve the output (tasks) should be reflected with a verb to define the action undertaken.

Projects produce deliverables, which are simply the results of project activities. Project deliverables can be big or small, and their number varies depending on the project. They're agreed upon by the project management team and stakeholders during the project planning phase.

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| **Deliverable Title**  *The title assigned to the deliverable.* | **Deliverable Type**  *Is the deliverables external customer facing or internal team focused?* | **Deliverables Description**  *A description of the specific output that is a result of deliberate work done during the project/program. A deliverable must be within the scope, and it should have a definitive role in accomplishing objectives.* | **Acceptance Criteria**  *A description and agreement of when the deliverable will be deemed complete.* | **Related Risk**  *If any, please reference the risk from. Risk section. Only 1 Risk can be linked to each deliverable.* |
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# Options

**Lead: ITD Architecture**

In this section, your task is to present and explore the various options available for solving the business problem or capitalizing on the opportunity at hand. Begin by listing each potential solution that the team has considered, providing a balanced mix of conventional and innovative approaches. For each option, indicate clearly whether it is recommended or only being considered as a possibility.

Next, delve into the rationale behind each option. This involves explaining why certain solutions are being recommended — what makes them stand out in terms of feasibility, effectiveness, cost-benefit analysis, or alignment with organizational goals. Conversely, for the options that are being rejected or not recommended, provide a clear explanation of the factors leading to this decision. These could include issues related to scalability, resource constraints, misalignment with strategic objectives, or inferior cost-effectiveness.

This thorough examination of available options not only demonstrates a comprehensive understanding of the problem and potential solutions but also provides stakeholders with a transparent view of the decision-making process. It shows that each possibility has been carefully evaluated, reinforcing the credibility of your final recommendations.

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| **Option Title**  A title description of the option | **Recommended Type**  Is the option recommended or rejected? | **Option Description**  Is the option recommended or rejected? | **Option Rationale**  Is the option recommended or rejected? |
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# Options Pros and Cons

**Lead: ITD Architecture**

This section serves as an extension of the previous one, offering a detailed breakdown of the advantages and disadvantages associated with each option presented in the Options section. For every solution option listed, delineate a clear and comprehensive list of its pros and cons. This involves assessing and documenting the potential benefits, such as cost savings, efficiency gains, market opportunities, and positive impacts on stakeholders, as well as the drawbacks or risks, which could include implementation challenges, resource requirements, possible disruptions, or uncertainties.

The purpose of this detailed analysis is to provide decision-makers with a nuanced understanding of each option. By presenting a balanced view of the positive and negative aspects, you enable a more informed and transparent decision-making process. This clarity is crucial in helping stakeholders understand not just what the options are, but also the implications of choosing one over the other. It complements the rationale provided in the previous section, ensuring that decisions are made with a full appreciation of the potential outcomes and risks involved.

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| **Option Title** | **Pro or Con?** | **Option Description** |
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# Resources

**Lead: PfMO Business Analyst**

List resources required for the detailed project planning phase. Include the estimated date the resources are required.  This list should include a project sponsor, project governance team members, a project manager, project resources, business team, etc. 