

Building an Effective Business Case - 3 Days

Analyzing and Communicating Business Opportunities

Course 212 Overview

You Will Learn How To

- Analyze, create and communicate a successful business case to meet your organization's unique needs
- Translate a concept or initiative into a range of viable options for achieving organizational goals
- Identify and compare costs and benefits of alternative solutions
- Apply risk assessment techniques to forecast and mitigate potential problems
- Prioritize alternative solutions according to key decision criteria
- Present the business case effectively to critical stakeholders to gain acceptance

Course Benefits

A business case is a tool for projecting the financial and business consequences of an organizational initiative. Organizations can miss valuable opportunities and make less than optimum decisions because of poorly constructed and communicated business cases. In this course, you carefully analyze initiatives to construct a clear business case that enables organizations to make better decisions. You also apply a library of tools and templates for real-world application.

Who Should Attend

Business analysts, project managers and anyone who creates business cases to justify investment in a program, product or purchase, plus business and technical evaluators who evaluate and report on business cases.

RealityPlus™

Throughout this course, you are immersed in a computer- and video-enhanced experience which simulates a real-world business case analysis that yields tangible work products and deliverables. Activities include:

- Developing and presenting a real business case
- Analyzing your stakeholders
- Applying key interview skills
- Determining user scenarios for the proposed process or product
- Identifying and prioritizing alternative solutions
- Performing cost-benefit analysis
- Capturing and prioritizing risk using a business case Risk Register
- Prioritizing alternative solutions to align with key business criteria
- Creating a persuasive executive summary

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Course 212 Outline

Introduction

- Fundamentals of a business case
- Where the business case fits into the project life cycle
- Recognizing decision makers
- Business case as an Organization Process Asset (OPA)

Defining the Business Case

The six-step process model

- Focusing on the required elements
- Examining the role and value of the steps

Identifying the benefits and risks of the process

- Clarifying the business drivers
- Proving that benefits are realized

Scoping the Business Case

The two-step scoping process

- Harvesting stakeholder perceptions
- Collecting the business requirements

Applying the stakeholder perception matrix

- Creating the problem and opportunity statement
- Writing business requirements

Detailing the Initiative

Conducting stakeholder analysis

- Identifying business-level stakeholders
- Eliciting tacit knowledge from stakeholders

Analyzing user scenarios

- Structuring and interpreting the scenarios
- Diagramming as an effective tool

Analyzing Your Options

Developing possible alternatives

- Practical tools for researching alternatives
- Investigating your options to derive alternate solutions

Comparing costs and benefits

- Categorizing tangible and intangible benefits
- Evaluating and selecting financial appraisal methods

Forecasting benefits

- Creating a benefits rationale
- The impact of time and risk

Applying basic cost models

- Four common financial analysis tools
- Creating a cost model

Managing Risk in Your Business Case

Risk assessment methods and tools

- Creating and using a risk register
- Applying the risk assessment matrix

Prioritizing risks

- Framing risk with your stakeholder analysis
- Aligning risk evaluation results with stakeholder point of view

Prioritizing Alternative Solutions

Examining decision processes

- Evaluating three common decision-making models
- Heuristics: rule-based decision making

Delivering and positioning the solution

- Prioritizing and selecting alternatives by key decision criteria
- Aligning the business case with decision processes
- Selecting the business case delivery methodology

Crafting a Persuasive Executive

Summary

Preparing the document

- Outlining the format and contents
- Overcoming the business document paradox
- Minimizing content to get maximum results

Polishing the summary

- Avoiding common mistakes
- Applying fundamental tools and techniques

Presenting the Business Case

Organizing the presentation

- Revisiting key decision maker hot buttons
- Preparing the message
- Sequencing the content
- Tailoring your presentation to the audience

Selecting the delivery medium

- Communicating your case with confidence
- Templates to build powerful presentations and wall-walks

Improving the presentation

- Validating your presentation
- Practicing your role
- Generating feedback for improvement