

Business Case – Business Requirements

Objectives and Scope

To provide the background and techniques for when and how to conduct a business case / feasibility study.

This module covers the feasibility stage, the earliest stage of a project where a large number of factors are considered to determine whether it is desirable and sensible to proceed with a project.

To gain experience in the creation and presentation of a Business Case / Feasibility Study

Major topics include:

- The business requirements / case / benefits
- Costs and resource requirements
- Time scales
- Technical options and approaches
- Major risks
- Impact on other products, systems and operations either existing or planned (including manual)
- Duplication of existing or planned systems
- Formulating recommendations for the next steps

The scope and extent of a Business / Feasibility Study will range from a fairly informal process for smaller and less business critical projects, to a very formal approach for the largest and most critical projects. In some cases, this stage could be a significant project in its own right and should be managed as such.

Other Considerations are:

- The importance of setting the context through background / scope
- How to define business benefits and the various techniques for monitoring these
- Importance of measuring benefits and determining a 'break-point' that may cancel a project
- Defining key performance indicators for live operation.
- Defining business issues and processes to be addressed
- Change to processes / organisation
- Identify relationships to the business strategy
- Identification of business rules or regulatory requirements
- Main management information / reports
- Costs - financial constraints