NOTE TO THE AUTHOR

[This document is a template of a **Business Case** document for an investment. The template includes instructions to the author, boilerplate text, and fields to fill with agency-specific values.

To prevent confusion, delete any instructional or sample text that is not applicable to your Business Case prior to submitting (e.g., Note to the Author).

All documents are to be submitted in Word or Excel format. If PDF is used, ensure that there are no permissions that would prevent conversion.



*Investment name*

Business Case

*DATE*

TABLE OF CONTENTS

[NOTE TO THE AUTHOR 1](#_Toc121733640)

[1) gENERAL iNVESTMENT iNFORMATION 4](#_Toc121733641)

[2) Executive Summary 4](#_Toc121733642)

[3) Purpose of investment 5](#_Toc121733643)

[4) Business Impact 5](#_Toc121733644)

[5) aLTERNATIVES aNALYSIs 5](#_Toc121733645)

[5.1 Current State 6](#_Toc121733646)

[5.2 Alternative B 7](#_Toc121733647)

[5.3 Alternative C 9](#_Toc121733648)

[6) Preferred Solution 10](#_Toc121733649)

[Appendix A: Business Case Approval 11](#_Toc121733650)

[APPENDIX B: REFERENCES 12](#_Toc121733651)

[APPENDIX C: KEY TERMS 13](#_Toc121733652)

# 

# gENERAL iNVESTMENT iNFORMATION

|  |  |
| --- | --- |
| **Investment Name** | *Provide Name of Investment/Initiative* |
| **Submission Date** | *Provide the date the Business Case is submitted for approval* |
| **Business Sponsor and Phone Number** | *Provide Business Sponsor* *that is the primary sponsor of this investment.* |
| **Name of Sponsor Organization** | *Provide Business Sponsor’s organization* |
| **CIO** | *Provide CIO that will support the business sponsor with any related technology procurement/implementation.* |
| **Investment Manager (Name, Contact #)** | *Provide Investment Manager information* |
| **The investment type is:**  **a) Enhancement**  **b) Replacement**  **c) New Business** | *The following definitions will be useful in identifying which investment type the project is:*   * *Technical Enhancement – modifications or improvements to current business functions that will be supported by enhancements to existing technology systems.* * *Replacement – modifications or improvements to business functions that will be supported by replacing technology applications or systems currently in place.* * *New Business – new business processes or functions that will be supported by new applications or systems not used by the business organization today.* |

# Executive Summary

*[Provide a* ***synopsis*** *of the key points of this Business Case document. Outline for the reader:*

* *Why the investment is needed*
* *What problem it solves (be specific about what is currently not working)*
* *What benefits it will provide*
* *How this investment aligns with (or supports) the strategic goals and objectives of the agency and/or the state*
* *What success will look like if the investment is made (high-level; more detail provided in Section 6)*
* *The agency’s proposed solution to the problem and a description of the consequences and impact of not acting on this recommendation*
* *A high-level estimate of cost for the investment (including implementation and 5-year Total Cost of Ownership (TCO) and how it will be funded (all sources and the status of approval for each one)*
* *An overview of the procurement(s) needed to obtain and implement the solution (utilize Appendix D to provide more detail)*

*NOTE: the Executive Summary should provide a brief overview; details will be included in following sections of the document]*

# Purpose of investment

[Provide more **detail** regarding the purpose of the business case that is being presented and what the investment is expected to do. This section must also:

* fully describe the current state, including its business and technology limitations
* identify the consequences of inaction
* discuss opportunities the proposed solution will provide
* explain how the investment will allow improvements and/or expansions to your current business (if relevant)
* describe any stakeholder or business partner support or influence driving the investment]

# Business Impact

[Describe:

* what business functions/processes may be impacted, and how (positively or negatively)
* your plans for addressing ongoing operations as well as how any anticipated future growth both during implementation and after the investment is in place (training, organizational change management, resource realignment, etc.)
* what financial resources will be required for the investment (estimated **total-cost-of ownership**) and details on how funding has been or will be obtained
* Other resources that will be required for a successful execution of the investment (e.g., state staff, contractors, consultants, etc.)]

# aLTERNATIVES aNALYSIs

[The Alternative Analysis section should identify options for and alternatives to the proposed solution and the strategy used to research them. The analysis of these potential options should provide strong support for a preferred solution. List as many options as appropriate.

Include:

* a description of how research was conducted to identify the option(s)
* an outline/description of each alternative considered (include **at least three viable alternatives**, including the option of keeping things “as-is”)

Some examples of alternatives to consider may include:

* Outsource vs. in-house business management
* Business process redesign versus technology enhancement or replacement
* Consolidation or centralization of resources vs. new distributed technology
* Cost/benefit analysis
* Estimated timeline
* Initial and ongoing cost (for at least a 5-year total-cost-of-ownership); a detailed breakdown for all known and estimated costs should be included
* Any organizational change issues specific to the alternative and potential impacts of those issues cost
* Payback period (if known)
* Other resource considerations
* Security considerations (business and/or technology)
* Risks and impacts
* Critical Success Factors]

## 5.1 Current State

[This option outlines the cost of not making a change. It should reflect the current state of the business, including all relevant costs. Include a detailed alternative analysis that contains information as outlined in section 5.0 above]

Utilize a table containing detailed costs breakdown that can be compared across the various options, as in this sample. It is important that the cost categories be the same for each alternative. If certain categories are not relevant to any option, you can designate as $0 or N/A in the table. The table provided below includes sample cost categories for you to consider. These categories are not mandatory, but consistency across each alternative is critical as the Business Case is reviewed.]

IMPORTANT NOTE: You must provide background or reference information to show how costs were derived.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Cost Category | As Is (Current Costs) | Year 1 (includes project costs) | Year 2 | Year 3 | Year 4 | Year 5 |
| Agency Staff |  |  |  |  |  |  |
| Software (procurement/licenses) |  |  |  |  |  |  |
| Hardware purchase |  |  |  |  |  |  |
| Hosting Expense |  |  |  |  |  |  |
| Implementation Cost |  |  |  |  |  |  |
| Maintenance/Ops Cost |  |  |  |  |  |  |
| Help Desk Support |  |  |  |  |  |  |
| Training (project related and ongoing) |  |  |  |  |  |  |
| Consultant Costs |  |  |  |  |  |  |
| * Business Process Mapping |  |  |  |  |  |  |
| * IV&V |  |  |  |  |  |  |
| * Project Management |  |  |  |  |  |  |
| * Technical Support Contractors |  |  |  |  |  |  |
| * Organizational Change Mgmt. |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

**We also suggest using a table like the following to highlight considerations made during the analysis:**

|  |  |
| --- | --- |
| **Pros (+)** | **Cons (-)** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

## 5.2 Alternative B

[Include a detailed alternative analysis that contains information as outlined in section 5.0 above]

Utilize a table containing detailed costs breakdown that can be compared across the various options, as in this sample. It is important that the cost categories be the same for each alternative. If certain categories are not relevant to any option, you can designate as $0 or N/A in the table. The table provided below includes sample cost categories for you to consider. These categories are not mandatory, but consistency across each alternative is critical as the Business Case is reviewed.]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Cost Category | As Is (Current Costs) | Year 1 (includes project costs) | Year 2 | Year 3 | Year 4 | Year 5 |
| Agency Staff |  |  |  |  |  |  |
| Software (procurement/licenses) |  |  |  |  |  |  |
| Hardware purchase |  |  |  |  |  |  |
| Hosting Expense |  |  |  |  |  |  |
| Implementation Cost |  |  |  |  |  |  |
| Maintenance/Ops Cost |  |  |  |  |  |  |
| Help Desk Support |  |  |  |  |  |  |
| Training (project related and ongoing) |  |  |  |  |  |  |
| Consultant Costs |  |  |  |  |  |  |
| * Business Process Mapping |  |  |  |  |  |  |
| * IV&V |  |  |  |  |  |  |
| * Project Management |  |  |  |  |  |  |
| * Technical Support Contractors |  |  |  |  |  |  |
| * Organizational Change Mgmt. |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

**We also suggest using a table like the following to highlight considerations made during the analysis:**

|  |  |
| --- | --- |
| **Pros (+)** | **Cons (-)** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

## 5.3 Alternative C

[Include a detailed alternative analysis that contains information as outlined in section 5.0 above]

Utilize a table containing detailed costs breakdown that can be compared across the various options, as in this sample. It is important that the cost categories be the same for each alternative. If certain categories are not relevant to any option, you can designate as $0 or N/A in the table. The table provided below includes sample cost categories for you to consider. These categories are not mandatory, but consistency across each alternative is critical as the Business Case is reviewed.]

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Cost Category | As Is (Current Costs) | Year 1 (includes project costs) | Year 2 | Year 3 | Year 4 | Year 5 |
| Agency Staff |  |  |  |  |  |  |
| Software (procurement/licenses) |  |  |  |  |  |  |
| Hardware purchase |  |  |  |  |  |  |
| Hosting Expense |  |  |  |  |  |  |
| Implementation Cost |  |  |  |  |  |  |
| Maintenance/Ops Cost |  |  |  |  |  |  |
| Help Desk Support |  |  |  |  |  |  |
| Training (project related and ongoing) |  |  |  |  |  |  |
| Consultant Costs |  |  |  |  |  |  |
| * Business Process Mapping |  |  |  |  |  |  |
| * IV&V |  |  |  |  |  |  |
| * Project Management |  |  |  |  |  |  |
| * Technical Support Contractors |  |  |  |  |  |  |
| * Organizational Change Mgmt. |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

**We also suggest using a table like the following to highlight considerations made during the analysis:**

|  |  |
| --- | --- |
| **Pros (+)** | **Cons (-)** |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

# Preferred Solution

Identify the preferred solution and why it was selected.

Appendix A: Business Case Approval

The undersigned acknowledge they have reviewed the *<Project Name>* **Business Case** and agree with the approach it presents. Changes to this **Business Case** will be coordinated with and approved by the undersigned or their designated representatives.

[List the individuals whose signatures are desired. Examples of such individuals are Business Sponsor, Business Owner or Agency Commissioner. Add additional lines for signature as necessary.]

|  |  |  |  |
| --- | --- | --- | --- |
| Signature: |  | Date: |  |
| Print Name: |  |  |  |
| Title: |  |  |  |
| Role: |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Signature: |  | Date: |  |
| Print Name: |  |  |  |
| Title: |  |  |  |
| Role: |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| Signature: |  | Date: |  |
| Print Name: |  |  |  |
| Title: |  |  |  |
| Role: |  |  |  |

APPENDIX B: REFERENCES

[Insert the name, version number, description, and physical location of any documents referenced in this document. Add rows to the table as necessary.]

The following table summarizes the documents referenced in this document.

|  |  |  |
| --- | --- | --- |
| **Document Name and Version** | **Description** | **Location** |
| *<Document Name and Version Number>* | *[Provide description of the document]* | *<URL or Network path where document is located>* |

APPENDIX C: KEY TERMS

*[Insert terms and definitions used in this document. Add rows to the table as necessary. Follow the link below to for definitions of project management terms and acronyms used in this and other documents.*

*http://www2.cdc.gov/cdcup/library/other/help.htm*

The following table provides definitions for terms relevant to this document.

|  |  |
| --- | --- |
| **Term** | **Definition** |
| *[Insert Term]* | *[Provide definition of the term used in this document.]* |
| *[Insert Term]* | *[Provide definition of the term used in this document.]* |
| *[Insert Term]* | *[Provide definition of the term used in this document.]* |

**APPENDIX D: PROCUREMENT STRATEGY**

*[Insert an overview of the proposed strategy for procuring the preferred solution. Include any product/supplier solicitations (e.g., Requests for Information, Requests for Proposal, Multi-stage Requests for Proposal, Sole Source Procurement, etc.) anticipated to obtain all required resources for its implementation. If DOAS approval/participation is required, discuss how they have been engaged in the development of the strategy. It is understood that the strategy may be adapted as planning progresses. Provide as much detail as is appropriate at this stage of the investment.]*