

Building an Effective Business Case - 3 Days

Analysing and Communicating Business Opportunities

Course 212 Overview

- You Will Learn How To**
- Analyse, create and communicate a successful business case to meet your organisation's unique needs
 - Translate a concept or initiative into a range of viable options for achieving organisational goals
 - Identify and compare costs and benefits of alternative solutions
 - Apply risk assessment techniques to forecast and mitigate potential problems
 - Prioritise 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 organisational initiative. Organisations can miss valuable opportunities and make less-than-optimum decisions because of poorly constructed and communicated business cases. In this course, you carefully analyse initiatives to construct a clear business case that enables organisations 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 programme, 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
- Analysing your stakeholders
- Applying key interview skills
- Determining user scenarios for the proposed process or product
- Identifying and prioritising alternative solutions
- Performing cost benefit analysis
- Capturing and prioritising risk using a business case Risk Register
- Prioritising 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
- Recognising decision makers
- Business case as an Organisation 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 realised

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

Analysing user scenarios

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

Analysing Your Options

Developing possible alternatives

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

Comparing costs and benefits

- Categorising 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

Prioritising risks

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

Prioritising Alternative Solutions

Examining decision processes

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

Delivering and positioning the solution

- Prioritising 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
- Minimising content to get maximum results

Polishing the summary

- Avoiding common mistakes
- Applying fundamental tools and techniques

Presenting the Business Case

Organising 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
- Practising your role
- Generating feedback for improvement