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| --- | --- |
| Business case title: |  |
| Date completed: |  |
| Business case author: | <Name> |
| <Contact details> |

|  |  |
| --- | --- |
| Review conducted: |  |
| Review author: | <Name> |
| <Contact details> |

1. BUSINESS CASE OVERVIEW
   1. Business case description

<Briefly describe the background to the business case and the problem it was intended to solve and/or the opportunity it was intended to realise.>

1. REVIEW METHODOLOGY
   1. Terms of reference

<Describe what is included in the review, and what is out of scope.>

* 1. Primary sources

<Primary sources are stakeholders you directly spoke to **when conducting the review**. List who you consulted with and how you engaged with them.>

* 1. Secondary sources

<Secondary sources come from your ‘desktop’ research and might include authoritative reports, cases, relevant legislation and reviews of like business cases etc.>

* 1. Assumptions and constraints

<It is also useful to list any assumptions that might be present in your analysis, and the limitations or constraints placed on your review. Included here might be assumptions about (or constraints relating to) scope, schedule, cost, quality, risk, stakeholders (including stakeholders not consulted) and procurements. You should highlight the implications if any of these assumptions is wrong.>

1. LESSONS LEARNED

<This section is all about critical analysis. For some topics, you might simply acknowledge that there were no major issues or lessons to be learned – for others, you may present several hundred words of analysis. Where you place your emphasis depends on the specific contingencies of the business case you are reviewing.>

* 1. Executive summary

What worked well? Where are the opportunities for improvement? For example:

* Did the executive summary appropriately summarise the detailed case?
* Did it contain all the critical information for decsion making?
* Was the summary of an appropriate length (usually less than 10% of the total case)?
* Did the summary follow the format of the complete report?
  1. Opportunity definition

What worked well? Where are the opportunities for improvement? For example:

* Was the current state contratsed with an ideal future state?
* Was the scope of the issue adequately defined (including exclusions)?
* Did it frame the ‘problem’ as an opportunity?
* Was it explicitly linked to the strategic objectives of the organisation?
  1. Methodology

What worked well? Where are the opportunities for improvement? For example:

* Were all relevant stakeholders identified and consulted?
* Were stakeholders satisfied with the level of communication they received?
* Were a wide range of secondary sources consulted?
* Were assumptions and constraints (and the risks therein) explained?
  1. Alternatives analysis – option zero (null alternative)

What worked well? Where are the opportunities for improvement? For example:

* Was the scope of the work proposed by this option clear and concise?
* Were the direct, indirect and ownership costs of proceeding with this option detailed?
* Were the financial and non-financial impacts comprehensively identified and baselined?
* Were the risks to the organisation adequately considered?
  1. Alternatives analysis – option one

What worked well? Where are the opportunities for improvement? For example:

* Was the scope of the work proposed by this option clear and concise?
* Were the direct, indirect and ownership costs of proceeding with this option detailed?
* Were the financial and non-financial impacts comprehensively identified and baselined?
* Were the risks to the organisation adequately considered?
  1. Alternatives analysis – option two

What worked well? Where are the opportunities for improvement? For example:

* Was the scope of the work proposed by this option clear and concise?
* Were the direct, indirect and ownership costs of proceeding with this option detailed?
* Were the financial and non-financial impacts comprehensively identified and baselined?
* Were the risks to the organisation adequately considered?

*Add additional options if required*

* 1. Conclusion

What worked well? Where are the opportunities for improvement? For example:

* Was a preferred option made ‘obvious’ from the evidence of the business case?
* Were the criteria for decision making made explicit?
* Were any weightings or assumptions disclosed?
  1. Recommendation(s)

What worked well? Where are the opportunities for improvement? For example:

* Was the recommendation to proceed with the preferred option SMART?
* Were acceptance criteria / critical success factors identified?
* Were a high-level budget and milestones for the project stipulated?
* Is the recommendation likely to induce cooperation from the audience?
  1. Appendices

What worked well? Where are the opportunities for improvement? For example:

* Were the appendices relevant and sufficient?
  1. Presentation

What worked well? Where are the opportunities for improvement? For example:

* Were the grammar and spelling correct?
* Was plain, professional English used?
* Was the information organised with headings, sub-headings and bullet points where appropriate?
* Did the chosen font, line and paragraph and page breaks enable easy reading?
* Were visual supplements (diagrams, illustrations, tables and charts) legible, relevant and clearly explained?
* Were acronyms clearly explained?
* Were data sources acknowledged?
* Were the author contact details included?
  1. Other lessons learned

What worked well? Where are the opportunities for improvement? For example:

* What came up in your review that is not covered by the topics above?
* Can it be verified by more than one source?
* What about the culture of the organisation?
* Is there a place for saving and accessing lessons learned?
* Is there anything else specific to the organisation that is worthy of mention?

1. BUSINESS CASE TEMPLATES, TOOLS AND ASSETS

<Identify the key documents, systems and software used to prepare the business case (such as the business case template), and discuss the extent to which they assisted or impeded the development and presentation of the business case. Identify what worked well, as well as opportunities for improvement.>

1. CONCLUSION

<Summarise your overall impressions of the business case. Is (was) it effective? Is (was) it likely to have the appropriate level of influence over decision-makers? Will (did) it make a positive contribution to planning and delivering the preferred option?>

1. RECOMMENDATIONS

<Describe the SMART actions the organisation should take to ensure that business case lessons are learned, shared and implemented to benefit future business case development.>

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