

Making The Business Case for Change



Components of the Killer Business Case



Topics Covered



- ❖ **TODAY'S BACKDROP**
- ❖ **UP-FRONT CONSIDERATIONS**
- ❖ **THE MUST HAVES**
- ❖ **THINGS TO WATCH OUT FOR**
- ❖ **FEELING THE BENEFITS**
- ❖ **QUESTIONS**

Today's Backdrop



❖ TOUGH ECONOMIC CLIMATE

- ❖ SEVERE PUBLIC SECTOR CUTS
- ❖ PRIVATE SECTOR NOT IMMUNE FROM IMPACT OF THESE
- ❖ FIX ON FAIL WILL CONTINUE TO TAKE PRIORITY
- ❖ CIOs MAY NOT CONSIDER OPTIONAL CHANGE PROGRAMS
- ❖ PAYBACK WINDOW IS CLOSING – 50% ROI OVER 2 YEARS

❖ REGULATORY CHANGES IMMINENT – E.G. SOLVENCY II

❖ TECHNOLOGY CHALLENGES CONTINUE – E.G. CLOUD COMPUTING

Up-Front Considerations



- ❖ **STRATEGIC FIT – LINK TO KEY PERFORMANCE INDICATORS**

- ❖ **HOW TO MAKE THE CASE COMPELLING?**

- ❖ ATTRACT **A**TENTION
- ❖ AROUSE INTEREST
- ❖ STIMULATE **D**ESIRE TO FUND
- ❖ PROMPT EXECUTIVES TO TAKE **A**CTION
- ❖ DOES IT PASS THE SNIFF TEST?

- ❖ **STAKEHOLDERS AND CUSTOMERS**

- ❖ **FINANCE**

The Must Haves



❖ **1 – 2 PAGE EXECUTIVE SUMMARY**

- ❖ 3Ws (WHAT IF WE DO? / WHAT IF WE DON'T? / WHY NOW?)
- ❖ LINK TO CORPORATE OBJECTIVES
- ❖ PAYBACK TIME – THE ROI EQUATION & BENEFITS PLAN
- ❖ OPTIONS PROS & CONS PLUS RECOMMENDATIONS
- ❖ ASSUMPTIONS / RATIONALE
- ❖ RISKS / OPPORTUNITIES / CONTINGENCY
- ❖ EXTERNAL AND INTERNAL IMPACTS (GOOD COP / BAD COP)
- ❖ HIGH LEVEL MILESTONE SCHEDULE & BALLPARK COST
- ❖ PROJECT FRAMEWORK / GOVERNANCE
- ❖ STRONG REALISTIC OVERALL RECOMMENDATION

❖ **DO THE DETAILED BUSINESS CASE (4 – 6 PAGES) FIRST!**

Things To Watch Out For



- ❖ **OUTRAGEOUS ROI STATEMENTS WITH NO CONTINGENCY**
- ❖ **EXECUTIVE STEALTH BOMBERS**
- ❖ **OBJECTIVES WITHOUT MEASURES**
- ❖ **STAKEHOLDER REBELLION**
- ❖ **IT DOES NOT BECOME A SOLUTION LOOKING FOR A PROBLEM**
- ❖ **MAKE SURE THE BUSINESS CASE LIVES ON!!**

Feeling The Benefits – The Tricky Bit



❖ **HAVE A CUNNING PLAN**

- ❖ DOCUMENT MEASURABLE OBJECTIVES PER BENEFIT
- ❖ ASSIGN RESPONSIBLE OWNER
- ❖ AGREE TARGET COMPLETION DATE
- ❖ HAVE A CLEAR STOP / LOSS STRATEGY
- ❖ TRACK ACTUAL ACHIEVEMENT AT EACH STEERING GROUP
- ❖ RE-ENFORCE GO / NO GO DECISION AT EACH STEERING GROUP

❖ **HEALTH WARNING**

- ❖ FEW ORGANISATIONS DO THIS WELL OR AT ALL !!

Questions



PAUL HOOKHAM

paul@exceedus.co.uk

[**www.exceedus.co.uk**](http://www.exceedus.co.uk)

07740 087614